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# Global in-house legal market report and salary guide

2024-2025



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## Introduction

# Welcome to Taylor Root's global in-house legal market report and salary guide.

The global in-house legal market continues to evolve at a rapid pace, navigating a complex and dynamic landscape shaped by a confluence of economic, regulatory and technological forces. This year's report delves deep into the intricacies of this evolving market, providing comprehensive salary data and insightful analysis across our global network.



### Global economic forces shaping the legal landscape

While 2024 has been marked by significant economic challenges, there are indications that the global economy may be turning a corner. As inflation rates gradually subside and the drag from higher interest rates begins to unwind, there is growing optimism about a more stable economic outlook. Headline inflation in the G20 economies is projected to ease from 5.4% in 2024 to 3.3% in 2025. This decline in inflation rates will provide some relief to businesses and consumers, easing cost pressures and boosting consumer confidence.

Additionally, global trade is recovering faster than anticipated, indicating that businesses are adapting to the changing economic landscape and finding new opportunities for growth. However, this more positive outlook could still be derailed by rising geopolitical tensions, particularly in the Middle East region. The uncertainty surrounding these conflicts continues to pose significant risks to global stability and economic growth.

In response to these evolving economic conditions and geopolitical challenges, in-house legal teams must remain vigilant and adaptive. By closely monitoring economic trends, assessing geopolitical risks and implementing effective risk management strategies, legal teams can help their organisations navigate the complexities of the global legal landscape and position themselves for long-term success.



### The expanding role of ESG and regulatory leadership

The growing emphasis on environmental, social and governance (ESG) factors has elevated the role of in-house counsel, particularly at the General Counsel level. Legal teams are now at the forefront of developing and implementing ESG strategies, managing associated risks and ensuring regulatory compliance. This expanded remit requires a deep understanding of complex and evolving regulatory landscapes.



### **Prioritising diversity, equity and inclusion for a transformative legal future**

Beyond the economic backdrop, the legal profession as a whole is undergoing a transformative shift. The imperative need for diversity, equity and inclusion (DEI) has never been more pronounced. Organisations are increasingly recognising the business case for a diverse workforce and are implementing targeted strategies to attract, retain and develop talent from a wide range of backgrounds.



### **Harnessing the power of generative AI to revolutionise in-house legal teams**

Generative AI is on the cusp of transforming in-house legal teams, promising unprecedented efficiency and innovation. Progressive legal functions are diving headfirst into this tech revolution, automating mundane tasks without sacrificing quality or confidentiality.

As regulatory frameworks for AI use emerge, General Counsels are taking the lead in crafting internal policies to ensure ethical and secure AI adoption. Larger corporations are even developing bespoke AI tools, tailored to their specific needs, which safeguard data integrity and confidentiality.

The buzz at in-house legal conferences is undeniable: AI won't replace lawyers, but those who fail to harness its power risk being left behind.

Whether you are a seasoned in-house counsel seeking to benchmark your compensation or a hiring manager building a high-performing legal team, we hope this serves as a valuable resource. The data in this report has been collated from LinkedIn, our in-house market expertise and insights from our database.

Should you require further details or support, our team of legal recruitment experts is ready to assist you.



**Sarah Ingwersen**

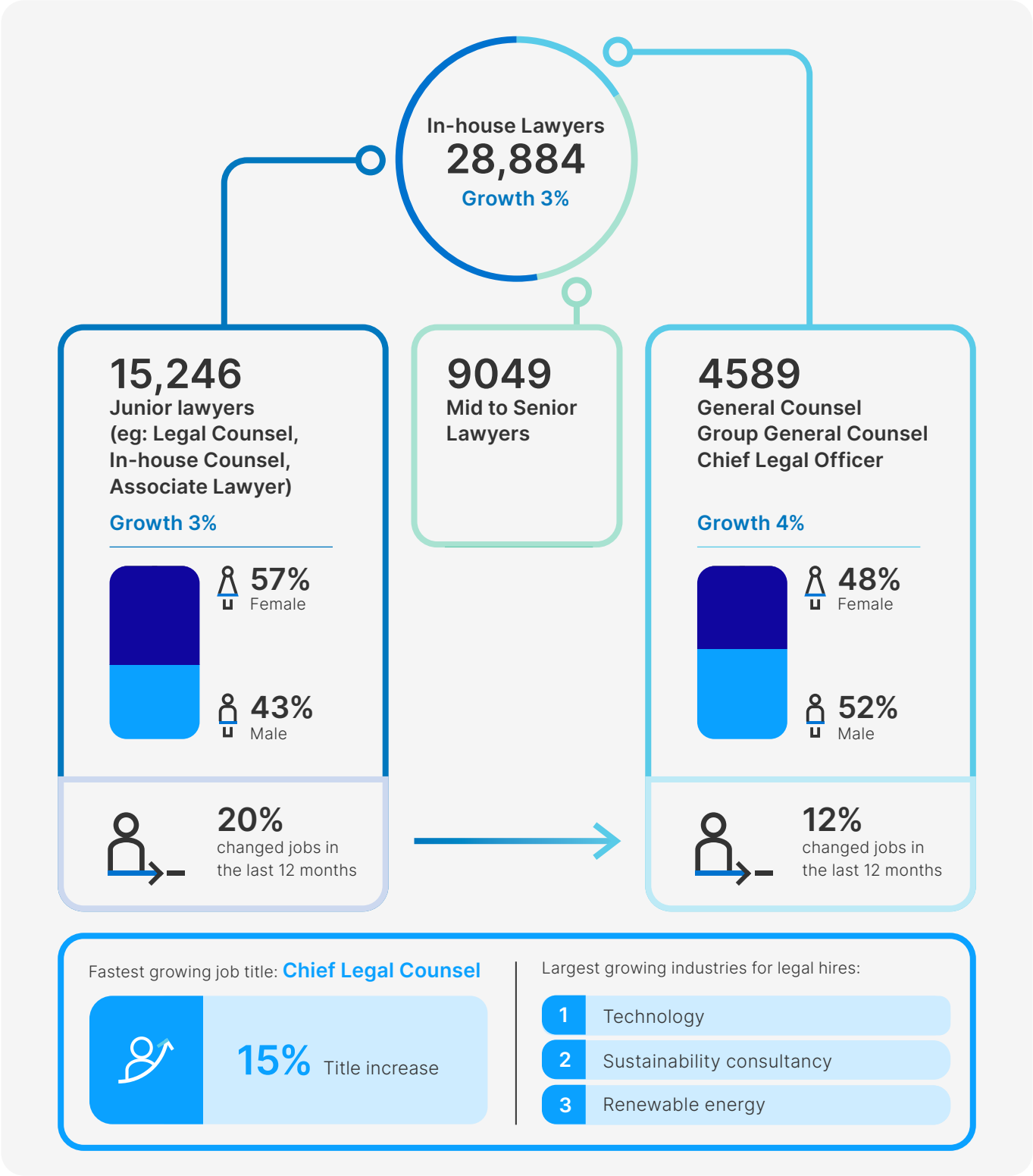
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# I United Kingdom



## The UK in-house market

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel. We’ve also included mid-level roles such as Senior Legal Counsel and senior positions including General Counsel and Chief Legal Officer. The data shows how gender demographics change as lawyers move through their careers, and highlights the roles and industries that have seen legal hire growth.



## UK market analysis



### What are the current market conditions in the region?

- The UK in-house legal market has seen a mixed picture over the past year. Economic uncertainty has undoubtedly created challenges for many businesses, leading to a cautious approach to hiring. However, this has not been uniform across all sectors. While the media industry has experienced a significant downturn, other areas have shown resilience and growth. The technology sector has rebounded strongly, demonstrating renewed confidence and investment. Additionally, the leisure and gaming industry has flourished, contributing to a more varied market
- The financial services sector continues to navigate a complex landscape shaped by regulatory changes and technological advancements. Fintech remains a dynamic area, with high demand for legal expertise. Insurance, asset management and wealth management have also seen increased hiring activity as businesses adapt to the evolving regulatory environment



### What are the key challenges the region is facing and how should businesses capitalise on them?

- The most pressing issue remains the intense competition for top legal talent. The war for talent is fierce, with law firms often offering more lucrative packages than in-house roles. This disparity has made it increasingly difficult for businesses to attract and retain high-calibre legal professionals
- Another hurdle is the prevalence of buy-backs at the resignation stage. This practice, where departing employees are offered substantial financial incentives to remain, has inflated salary expectations and created a challenging environment for companies seeking to replace key personnel. To navigate these challenges, businesses must adopt a proactive approach
- Investing in employee development, fostering a strong company culture and offering competitive benefits packages can all help to attract and retain top talent. Additionally, implementing robust succession planning strategies and exploring alternative talent acquisition channels can mitigate the impact of talent shortages
- By focusing on employee wellbeing, career progression and opportunities for professional growth, companies can create a compelling employee value proposition that differentiates them from competitors



### What are the main opportunities for growth and development in the region?

- Despite the challenges, the UK in-house legal market offers several avenues for growth and development. The increasing prevalence of hybrid working has expanded the talent pool beyond traditional commuting distances. This means businesses can access a wider range of skilled legal professionals, potentially easing recruitment difficulties
- The rapid advancements in AI technology are set to transform the legal industry. While the full impact is yet to be seen, AI has the potential to streamline routine tasks, improve decision-making and free up legal teams to focus on higher-value work. Businesses that embrace AI and invest in upskilling their legal teams will be well-placed to gain a competitive edge
- Furthermore, the increasingly complex and unpredictable business environment has led to fluctuations in legal workloads. Using flexible resources, such as experienced interim lawyers, can effectively manage these peaks and troughs in demand. By employing interim lawyers, businesses can scale their legal teams up or down as needed, optimising costs and ensuring business continuity.
- These opportunities highlight the need for in-house legal teams to adapt and evolve. By embracing new technologies, widening their talent pool and optimising resource allocation, businesses can enhance the efficiency, effectiveness, and strategic value of their legal function



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# UK salaries

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# General Counsel



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Salaries are in GBP.

Company type	Base salary range
Start-up company	140,000-185,000
Scale-up company	150,000-210,000
Privately owned	140,000-250,000+
Private limited company	150,000-240,000+
Foreign listed company	180,000-230,000+
FTSE 100	250,000-450,000+
FTSE 250	200,000-400,000+
AIM listed	180,000-240,000+

Bonus levels and packages can vary significantly, depending on the industry and the role, in addition to individual, team and company performance for that year. Please contact Nikki or Georgia for further guidance on your individual requirement.

## Legal - Corporate and commercial



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Salaries are in GBP. All day rates are the candidate rate.

### Construction/engineering

PQE	Base salary range	Day rate	Bonus range
NQ	70,000-75,000	300-400	0-10%
1 year	70,000-80,000	300-400	0-10%
2 years	75,000-85,000	350-450	10-15%
3 years	85,000-90,000	400-550	10-15%
4 years	90,000-95,000	450-550	10-20%
5 years	95,000-110,000	550-650	15-20%
6 years	110,000-120,000	550-650	20-25%
7 years	120,000-130,000	600-700	20-30%
8 years	120,000-140,000	600-750	20-40%
9 years	130,000-140,000	600-750	25-40%
10+ years	130,000-150,000	600-850	25-40%
Head of Legal/Legal Director	140,000-200,000+	750+	30-50%

### Energy/utilities

PQE	Base salary range	Day rate	Bonus range
NQ	70,000-75,000	300-400	10-15%
1 year	75,000-85,000	300-400	10-15%
2 years	80,000-90,000	350-450	10-20%
3 years	85,000-100,000	400-550	10-20%
4 years	90,000-100,000	450-550	10-25%
5 years	95,000-110,000	550-650	20-30%
6 years	100,000-120,000	550-650	20-30%
7 years	110,000-130,000	600-700	20-35%
8 years	115,000-135,000	600-750	20-40%
9 years	120,000-140,000	600-750	25-40%
10+ years	130,000-150,000+	600-850	25-40%
Head of Legal/Legal Director	150,000-200,000+	750+	30-50%

Salaries are in GBP. All day rates are the candidate rate.

## FMCG

PQE	Base salary range	Day rate	Bonus range
NQ	68,000-70,000	300-400	10-15%
1 year	72,000-75,000	300-400	10-15%
2 years	75,000-80,000	350-450	10-15%
3 years	80,000-85,000	400-550	10-15%
4 years	90,000-95,000	450-550	10-20%
5 years	95,000-100,000	550-650	15-20%
6 years	100,000-105,000	550-650	15-20%
7 years	105,000-110,000	600-700	15-20%
8 years	110,000-115,000	600-750	15-25%
9 years	110,000-120,000	600-750	20-30%
10+ years	115,000-130,000	600-850	20-30%
Head of Legal/Legal Director	120,000-160,000	750+	30-50%

## Gaming/gambling

PQE	Base salary range	Day rate	Bonus range
NQ	70,000-75,000	300-400	15-20%
1 year	75,000-80,000	300-400	15-20%
2 years	80,000-85,000	350-450	20-25%
3 years	85,000-90,000	400-550	20-25%
4 years	87,000-100,000	450-550	20-30%
5 years	90,000-105,000	550-650	20-30%
6 years	95,000-110,000	550-650	25-35%
7 years	100,000-120,000	600-700	25-35%
8 years	110,000-125,000	600-750	25-35%
9 years	120,000-130,000	600-750	30-35%
10+ years	120,000-140,000	600-850	30-40%
Head of Legal/Legal Director	130,000-180,000	800+	30-50%



Salaries are in GBP. All day rates are the candidate rate.

### Leisure/travel

PQE	Base salary range	Day rate	Bonus range
NQ	65,000-70,000	300-400	10-15%
1 year	70,000-75,000	300-400	10-15%
2 years	75,000-80,000	350-450	10-15%
3 years	85,000-90,000	400-550	10-15%
4 years	85,000-95,000	450-550	10-20%
5 years	95,000-110,000	550-650	15-20%
6 years	100,000-120,000	550-650	15-20%
7 years	105,000-120,000	600-700	15-20%
8 years	110,000-125,000	600-750	15-25%
9 years	110,000-128,000	600-750	20-30%
10+ years	115,000-135,000	600-850	20-30%
Head of Legal/Legal Director	120,000-175,000	750+	30-50%

### Media

PQE	Base salary range	Day rate	Bonus range
NQ	65,000-75,000	300-400	10-15%
1 year	70,000-75,000	300-400	10-15%
2 years	75,000-85,000	350-450	10-15%
3 years	80,000-85,000	400-550	10-15%
4 years	85,000-95,000	450-550	10-20%
5 years	90,000-100,000	550-650	10-20%
6 years	95,000-110,000	550-650	15-20%
7 years	100,000-115,000	600-700	15-20%
8 years	100,000-120,000	600-700	15-25%
9 years	110,000-130,000	600-700	20-30%
10+ years	115,000-140,000	600-800	20-30%
Head of Legal/Legal Director	120,000-165,000	700+	30-50%

Salaries are in GBP. All day rates are the candidate rate.

### Mining/resources

PQE	Base salary range	Day rate	Bonus range
NQ	70,000-75,000	300-400	10-15%
1 year	75,000-85,000	350-450	10-15%
2 years	80,000-90,000	350-450	10-20%
3 years	85,000-100,000	450-550	10-20%
4 years	90,000-110,000	450-550	10-25%
5 years	100,000-120,000	600-650	20-30%
6 years	110,000-130,000	650-750	20-30%
7 years	120,000-135,000	650-750	20-35%
8 years	125,000-135,000	650-750	20-40%
9 years	130,000-140,000	650-750	25-40%
10+ years	140,000-170,000+	750-850	25-40%
Head of Legal/Legal Director	190,000-220,000+	750+	30-50%

### Not-for-profit

PQE	Base salary range	Day rate	Bonus range
NQ	48,000-54,000	250-350	0%
1 year	50,000-56,000	250-350	0%
2 years	50,000-60,000	300-350	0%
3 years	53,000-62,000	300-400	0%
4 years	55,000-65,000	350-450	0%
5 years	60,000-70,000	450-600	0%
6 years	60,000-70,000	450-600	0%
7 years	65,000-75,000	450-600	0%
8 years	65,000-75,000	450-600	0%
9 years	70,000-80,000	450-600	0%
10+ years	70,000-90,000	450-650	0%
Head of Legal/Legal Director	80,000-125,000	650+	0%

Salaries are in GBP. All day rates are the candidate rate.

### Pharmaceuticals/healthcare

PQE	Base salary range	Day rate	Bonus range
NQ	65,000-75,000	300-400	10-15%
1 year	75,000-80,000	350-450	10-15%
2 years	80,000-85,000	400-500	10-20%
3 years	85,000-90,000	450-500	10-20%
4 years	90,000-100,000	500-600	10-25%
5 years	95,000-110,000	600-650	20-30%
6 years	100,000-115,000	650-750	20-30%
7 years	105,000-120,000	650-750	20-35%
8 years	110,000-130,000	650-750	20-40%
9 years	120,000-140,000	700-800	25-40%
10+ years	130,000-150,000+	750-900	25-40%
Head of Legal/Legal Director	160,000-200,000+	800+	30-50%

### Real estate

PQE	Base salary range	Day rate	Bonus range
NQ	60,000-73,000	250-400	0-10%
1 year	70,000-78,000	250-400	0-15%
2 years	75,000-82,000	300-450	10-20%
3 years	80,000-85,000	350-450	10-25%
4 years	85,000-95,000	350-450	10-25%
5 years	95,000-105,000	500-550	15-30%
6 years	100,000-110,000	500-550	20-30%
7 years	105,000-115,000	550-600	20-30%
8 years	110,000-120,000	550-650	20-40%
9 years	115,000-130,000	550-750	25-40%
10+ years	130,000-140,000	550-750	25-40%
Head of Legal/Legal Director	150,000-200,000+	700+	30-50%

Salaries are in GBP. All day rates are the candidate rate.

## Retail

PQE	Base salary range	Day rate	Bonus range
NQ	65,000-70,000	300-400	10-15%
1 year	70,000-75,000	300-400	10-15%
2 years	75,000-80,000	350-450	10-15%
3 years	80,000-90,000	400-550	10-15%
4 years	85,000-95,000	450-550	10-15%
5 years	95,000-115,000	550-650	10-15%
6 years	100,000-120,000	550-650	15-20%
7 years	100,000-125,000	600-700	15-20%
8 years	100,000-128,000	600-750	15-25%
9 years	110,000-130,000	600-750	20-30%
10+ years	115,000-135,000	600-850	20-30%
Head of Legal/Legal Director	120,000-170,000	700+	30-50%

## Services

PQE	Base salary range	Day rate	Bonus range
NQ	65,000-72,500	300-400	0-10%
1 year	70,000-75,000	300-400	0-15%
2 years	75,000-80,000	350-450	10-20%
3 years	80,000-85,000	400-550	10-25%
4 years	80,000-90,000	450-550	10-25%
5 years	90,000-100,000	550-650	15-30%
6 years	95,000-110,000	550-650	15-30%
7 years	100,000-115,000	600-700	15-30%
8 years	110,000-120,000	600-750	20-40%
9 years	115,000-125,000	600-750	25-40%
10+ years	120,000-140,000	600-850	25-40%
Head of Legal/Legal Director	150,000-200,000+	700+	25-50%



Salaries are in GBP. All day rates are the candidate rate.

### Technology/IT services

PQE	Base salary range	Day rate	Bonus range
NQ	75,000-80,000	400-500	10-20%
1 year	80,000-85,000	400-500	15-25%
2 years	90,000-100,000	400-500	15-25%
3 years	95,500-105,000	450-550	15-25%
4 years	100,000-110,000	500-600	15-25%
5 years	110,000-120,000	550-700	15-25%
6 years	115,000-125,000	600-700	15-25%
7 years	120,000-140,000	600-700	15-30%
8 years	125,000-145,000	600-700	20-30%
9 years	130,000-150,000	650-750	20-30%
10+ years	135,000-155,000	700-900	20-35%
Head of Legal/Legal Director	150,000-200,000	850+	30-50%

### Telecommunications

PQE	Base salary range	Day rate	Bonus range
NQ	65,000-75,000	350-400	5-10%
1 year	72,000-80,000	350-400	5-10%
2 years	75,000-87,500	400-500	10-15%
3 years	80,000-85,000	400-500	10-15%
4 years	85,000-92,500	450-600	10-20%
5 years	90,000-100,000	550-650	15-20%
6 years	95,000-110,000	600-700	20-25%
7 years	100,000-115,000	600-700	20-30%
8 years	105,000-120,000	600-700	20-40%
9 years	110,000-125,000	650-750	25-40%
10+ years	115,000-140,000	700-800	25-40%
Head of Legal/Legal Director	150,000-200,000+	800+	30-50%

Salaries are in GBP. All day rates are the candidate rate.

## Transport

PQE	Base salary range	Day rate	Bonus range
NQ	65,000-70,000	300-400	5-10%
1 year	70,000-75,000	300-400	5-10%
2 years	75,000-80,000	350-450	5-10%
3 years	80,000-90,000	400-550	5-10%
4 years	90,000-100,000	450-550	10-15%
5 years	100,000-110,000	550-650	10-15%
6 years	110,000-120,000	550-650	10-15%
7 years	115,000-125,000	600-700	15-20%
8 years	120,000-130,000	600-750	15-20%
9 years	125,000-140,000	600-750	15-20%
10+ years	130,000-160,000	600-850	20-30%
Head of Legal/Legal Director	140,000-200,000+	700+	20-30%

## Paralegal

PQE	Base salary range	Day rate	Bonus range
Junior Paralegal (up to 1.5 years)	30,000-38,000	150-200	0-5%
Mid-level Paralegal	37,000-50,000	200-250	5-7%
Senior Paralegal/Career Paralegal	50,000+	250-300+	7-10%

## Contracts Manager

PQE	Base salary range	Day rate	Bonus range
Junior Contracts Manager	50,000-65,000	350-450	10%
Mid-level Contracts Manager	60,000-75,000	450-600	10-20%
Senior Contracts Manager	70,000-90,000	600+	10-25%

# Legal - Banking and financial services



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Salaries are in GBP. All day rates are the candidate rate.

## Financial services/regulatory

PQE	Base salary range	Day rate
0-2 years	105,000-130,000	500-550
2-4 years	130,000-140,000	475-650
4-6 years	140,000-155,000	600-800
6-8 years	150,000-170,000	775-950
8-10+ years	170,000-200,000	800-1000
Head of Legal/Legal Director	220,000+	950+

## General commercial and IT/intellectual property

PQE	Base salary range	Day rate
0-2 years	90,000-105,000	450-575
2-4 years	100,000-125,000	500-650
4-6 years	120,000-140,000	550-700
6-8 years	135,000-160,000	600-800
8-10+ years	160,000-180,000	650-850
Head of Legal/Legal Director	200,000+	900+

Bonus levels: It is difficult to provide accurate market rates for bonus levels as they vary significantly among employers, depending on the industry and the role, in addition to individual and company performance for that year. Generally speaking, candidates at the 0–6 years’ PQE mark can expect bonus levels of anything between 30-50%. At the 6+PQE level they would typically be 30-60% but can, in some instances, be considerably more, for example in the private equity and wider funds markets, bonuses can range from 50-100%+.

Salaries are in GBP. All day rates are the candidate rate.

Corporate finance - M&A

PQE	Base salary range	Day rate
0-2 years	100,000-120,000	500-650
2-4 years	120,000-140,000	625-700
4-6 years	140,000-160,000	700-800
6-8 years	160,000-180,000	750-950
8-10+ years	200,000-220,000	800-1200
Head of Legal/Legal Director	230,000+	1200+

Private equity/venture capital

PQE	Base salary range	Day rate
0-2 years	110,000-120,000	550-650
2-4 years	120,000-140,000	650-750
4-6 years	150,000-180,000	700-900
6-8 years	180,000-220,000	900-1100
8-10+ years	220,000-300,000	1100-1300
Head of Legal/Legal Director	300,000+	1300+





Salaries are in GBP. All day rates are the candidate rate.

## Insurance

### Insurance litigation

PQE	Base salary range	Day rate
0-2 years	85,000-105,000	450-550
2-4 years	105,000-115,000	450-600
4-6 years	115,000-125,000	500-650
6-8 years	125,000-135,000	525-750
8-10+ years	140,000-150,000	700-850
Head of Legal/Legal Director	160,000+	800+

### Corporate/commercial insurance

PQE	Base salary range	Day rate
0-2 years	90,000-105,000	400-500
2-4 years	105,000-120,000	450-600
4-6 years	125,000-140,000	525-700
6-8 years	135,000-150,000	600-750
8-10+ years	145,000-170,000	650-850
Head of Legal/Legal Director	170,000+	900+

### Warranty and indemnity-transactional risk/liability underwriting

PQE	Base salary range	Day rate
0-2 years	85,000-110,000	450-500
2-4 years	110,000-135,000	475-650
4-6 years	130,000-150,000	600-750
6-8 years	145,000-170,000	700-850
8-10+ years	160,000-220,000	800-1200
Head of Legal/Legal Director	250,000+	1300+

Salaries are in GBP. All day rates are the candidate rate.

## Funds-regulated/alternative

### Regulated funds

PQE	Base salary range	Day rate
0-2 years	100,000-120,000	450-550
2-4 years	120,000-140,000	550-750
4-6 years	140,000-155,000	700-850
6-8 years	155,000-170,000	800-950
8-10+ years	170,000-200,000	850-950
Head of Legal/Legal Director	200,000+	1000+

### Alternative funds

PQE	Base salary range	Day rate
0-2 years	120,000-140,000	500-575
2-4 years	140,000-160,000	550-750
4-6 years	160,000-185,000	675-850
6-8 years	190,000-200,000	800-950
8-10+ years	200,000-250,000	850-1000
Head of Legal/Legal Director	250,000+	1200+

## Fintech and payments

PQE	Base salary range	Day rate
0-2 years	85,000-100,000	400-550
2-4 years	90,000-110,000	500-575
4-6 years	100,000-140,000	550-650
6-8 years	120,000-150,000	575-750
8-10+ years	140,000-190,000	650-800
Head of Legal/Legal Director	180,000+	800+

Salaries are in GBP. All day rates are the candidate rate.

### Derivatives

PQE	Base salary range	Day rate
0-2 years	90,000-115,000	450-550
2-4 years	120,000-150,000	500-650
4-6 years	140,000-160,000	600-750
6-8 years	150,000-190,000	700-850
8-10+ years	180,000-210,000	850-1000
Head of Legal/Legal Director	180,000+	900+

### Capital markets/structured finance

PQE	Base salary range	Day rate
0-2 years	95,000-115,000	450-550
2-4 years	110,000-140,000	550-700
4-6 years	130,000-160,000	650-750
6-8 years	150,000-170,000	750-850
8-10+ years	160,000-180,000	800-950
Head of Legal/Legal Director	170,000-230,000	900+

### Debt finance/general banking

PQE	Base salary range	Day rate
0-2 years	90,000-110,000	450-525
2-4 years	100,000-140,000	500-700
4-6 years	130,000-150,000	625-750
6-8 years	140,000-160,000	650-800
8-10+ years	150,000-170,000	700-800
Head of Legal/Legal Director	175,000+	800+
Management	175,000+	800+

Salaries are in GBP. All day rates are the candidate rate.

### Retail banking

PQE	Base salary range	Day rate
0-2 years	75,000-100,000	450-525
2-4 years	95,000-110,000	500-625
4-6 years	115,000-125,000	525-650
6-8 years	120,000-135,000	600-750
8-10+ years	130,000-150,000	700-800
Head of Legal/Legal Director	150,000+	900+

### Litigation

PQE	Base salary range	Day rate
0-2 years	95,000-105,000	400-425
2-4 years	100,000-125,000	400-550
4-6 years	125,000-145,000	500-600
6-8 years	145,000-165,000	525-750
8-10+ years	160,000-180,000	750+
Head of Legal/Legal Director	180,000+	850+

### Employment

PQE	Base salary range	Day rate
0-2 years	95,000-105,000	400-475
2-4 years	100,000-120,000	450-550
4-6 years	120,000-140,000	525-650
6-8 years	140,000-160,000	600-750
8-10+ years	160,000-185,000	650-850
Head of Legal/Legal Director	185,000+	800+

Salaries are in GBP. All day rates are the candidate rate.

Derivatives documentation/ISDA® Master Agreement Negotiators

PQE	Base salary range	Day rate
0-2 years	65,000-80,000	400-500
2-4 years	75,000-95,000	450-600
4-6 years	85,000-110,000	575-675
6-8 years	100,000-120,000	650-775
8-10 years	115,000-130,000	750-850
10+ years	125,000+	775+
Head of team/Management	135,000+	850+

Paralegal

Level	Base salary range	Day rate
0-1 year	35,000-45,000	100-200
1-2 years	40,000-50,000	150-250
2-4 years	50,000-65,000	175-300
4-6 years	60,000-75,000	200-350
6-8 years	75,000-80,000	250-400
8+ years/Head of Paralegal team	80,000-95,000	300-450



## Legal - UK regions



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Salaries are in GBP.

### Midlands

PQE	Base salary range	Bonus range
NQ-2 years	50,000-66,000	5-15%
2-4 years	56,000-76,000	5-20%
4-6 years	63,000-80,000	5-25%
6-8 years	73,000-87,000	10-30%
8-10 years	78,000-96,000	10-30%
10+ years	87,000+	10-35%
Head of Legal/Legal Director	105,000+	10-45%

### North West

PQE	Base salary range	Bonus range
NQ-2 years	54,000-70,000	5-15%
2-4 years	57,000-76,000	5-20%
4-6 years	63,000-85,000	5-25%
6-8 years	72,000-88,000	10-30%
8-10 years	75,000-95,000	10-30%
10+ years	87,000+	10-35%
Head of Legal/Legal Director	105,000+	10-50%

Salaries are in GBP.

### South West and South Coast

PQE	Base salary range	Bonus range
NQ-2 years	55,000-68,000	5-15%
2-4 years	68,000-85,000	10-20%
4-6 years	75,000-90,000	10-25%
6-8 years	85,000-105,000	10-30%
8-10 years	90,000-115,000	10-30%
10+ years	110,000+	10-35%
Head of Legal/Legal Director	120,000+	10-50%

### Thames Valley and Oxfordshire

PQE	Base salary range	Bonus range
NQ-2 years	57,000-75,000	5-15%
2-4 years	70,000-85,000	10-20%
4-6 years	80,000-95,000	10-25%
6-8 years	90,000-115,000	10-30%
8-10 years	100,000-120,000	10-30%
10+ years	115,000+	10-35%
Head of Legal/Legal Director	120,000+	15-50%

### Yorkshire and North East

PQE	Base salary range	Bonus range
NQ-2 years	53,000-67,000	5-15%
2-4 years	55,000-77,000	5-20%
4-6 years	63,000-80,000	5-25%
6-8 years	70,000-84,000	10-30%
8-10 years	75,000-94,000	10-30%
10+ years	85,000+	10-35%
Head of Legal/Legal Director	110,000+	10-45%



## Compliance in law firms



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Salaries are in GBP.

Position	Top 10/US firm	Top 30 firm	Top 100 firm
Director of R&C/General Counsel	200,000-400,000+	150,000-250,000	120,000-150,000
Head of AML/Conflicts/Regulation	150,000-250,000	130,000-200,000	100,000-120,000
Senior Risk and Compliance Lawyer	120,000-150,000	90,000-120,000	70,000-95,000
Risk and Compliance Lawyer	100,000-120,000	85,000-100,000	70,000-85,000
Manager (Non-qualified)	95,000-120,000	75,000-95,000	60,000-80,000
Team Lead	70,000-80,000	65,000-75,000	55,000-60,000
Senior Analyst (2+ years' experience)	55,000-70,000	50,000-65,000	45,000-55,000
Junior Analyst (1-2 years' experience)	40,000-50,000	35,000-45,000	30,000-40,000
Assistant (0-1 year experience)	35,000-40,000	30,000-35,000	25,000-30,000

## Non-financial services



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Salaries are in GBP.

### Compliance (London)

Position	Base salary range	Bonus
Chief Compliance Officer	190,000+	30-60%
Head of Compliance (Qualified)	130,000-180,000	25-40%
Head of Compliance	120,000-150,000	20-40%
Senior Compliance Manager	90,000-120,000	20-30%
Senior Compliance Counsel (Qualified)	110,000-130,000	15-30%
Compliance Manager	70,000-90,000	10-30%
Compliance Counsel (Qualified)	80,000-100,000	10-20%
Senior Compliance Analyst	50,000-65,000	10-20%
Compliance Analyst	40,000-55,000	10-20%

### Data protection (London)

PQE	Base salary range	Bonus
Chief Privacy Officer	200,000+	30%+
Group Data Protection Officer	150,000-190,000	30-50%
Head of Data Protection (Qualified)	140,000-170,000	20-40%
Data Protection Officer (Regional)	120,000-150,000	20-30%
Senior Data Protection Manager	90,000-120,000	15-30%
Senior Data Protection Counsel (Qualified)	110,000-130,000	10-30%
Data Protection Manager	70,000-90,000	10-25%
Data Protection Counsel (Qualified)	90,000-110,000	10-20%
Senior Data Protection Analyst	55,000-70,000	10-20%
Data Protection Analyst	45,000-55,000	10-20%

# Non-financial services



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Salaries are in GBP.

## Company secretarial

### FTSE 100

Position	Base salary range	Bonus
Company Secretary	180,000-220,000+	40-60%
Deputy Company Secretary	130,000-160,000	20-50%
Senior Assistant Company Secretary	100,000-130,000	20-30%
Assistant Company Secretary	80,000-100,000	10-20%
Senior Company Secretarial Assistant	60,000-70,000	10-20%
Company Secretarial Assistant	40,000-60,000	0-10%
Trainee Company Secretary	30,000-40,000	0-10%

### FTSE 250

Position	Base salary range	Bonus
Company Secretary	150,000-200,000+	40-60%
Deputy Company Secretary	120,000-150,000	20-50%
Senior Assistant Company Secretary	90,000-110,000	20-30%
Assistant Company Secretary	75,000-90,000	10-20%
Senior Company Secretarial Assistant	60,000-70,000	10-20%
Company Secretarial Assistant	40,000-60,000	0-10%
Trainee Company Secretary	28,000-35,000	0-10%

Salaries are in GBP.

### Other PLC (AIM and small cap)

Position	Base salary range	Bonus
Company Secretary	120,000-180,000+	40-60%
Deputy Company Secretary	90,000-120,000	20-50%
Senior Assistant Company Secretary	70,000-90,000	20-30%
Assistant Company Secretary	60,000-70,000	10-20%
Senior Company Secretarial Assistant	50,000-60,000	10-20%
Company Secretarial Assistant	35,000-50,000	0-10%
Trainee Company Secretary	25,000-35,000	0-10%

### Private limited companies

Position	Base salary range	Bonus
Company Secretary	120,000-160,000+	40-60%
Deputy Company Secretary	90,000-120,000	20-50%
Senior Assistant Company Secretary	70,000-90,000	20-30%
Assistant Company Secretary	60,000-70,000	10-20%
Senior Company Secretarial Assistant	50,000-60,000	10-20%
Company Secretarial Assistant	35,000-45,000	0-10%
Trainee Company Secretary	25,000-30,000	0-10%

### Charity and not-for-profit

Position	Base salary range	Bonus
Head of Governance	90,000-120,000	20-30%
Deputy Head of Governance	70,000-90,000	20-30%
Senior Governance Officer	50,000-70,000	10-20%
Governance Officer	35,000-50,000	0-10%
Trainee Governance Officer	22,000-30,000	0-10%

## Non-financial services



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**Jide Chinsman**  
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Salaries are in GBP.

### Internal audit (London)

Position	Base salary range	Bonus
Chief Internal Auditor	190,000+	30%
Head of Internal Audit	130,000-170,000	20-50%
Senior Internal Audit Manager	110,000-130,000	20-40%
Internal Audit Manager	80,000-100,000	10-30%
Senior Internal Auditor	60,000-75,000	0-20%
Internal Auditor	50,000-65,000	0-20%

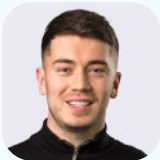
### Risk (London)

Position	Base salary range	Bonus
Chief Risk Officer	180,000+	30-60%
Head of Risk	130,000-160,000	30-50%
Senior Risk Manager	110,000-130,000	20-30%
Risk Manager	75,000-100,000	20-30%
Senior Risk Analyst	60,000-75,000	15-30%
Risk Analyst	50,000-60,000	10-20%

## Financial services



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Salaries are in GBP.

### Compliance (London)

PQE	Base salary range	Bonus
Chief Compliance Officer	180,000-300,000+	30-50%
Head of Compliance SMF16	140,000-200,000	20-40%
MLRO SMF17	140,000-200,000	20-40%
Senior Regulatory Compliance Manager	90,000-130,000	15-25%
Senior Financial Crime Manager	90,000-130,000	15-25%
Compliance Manager	70,000-90,000	10-20%
Financial Crime Manager	70,000-90,000	10-20%
Senior Compliance Analyst	60,000-70,000	10%+
Compliance Analyst	45,000-60,000	10%+



## Financial services



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Salaries are in GBP.

### Data Protection (London)

PQE	Base salary range	Bonus
Chief Privacy Officer	220,000+	30-50%
Group Data Protection Officer	180,000-200,000	20-40%
Head of Data Protection (Qualified)	140,000-170,000	20-30%
Data Protection Officer (Regional)	120,000-160,000	15-30%
Senior Data Protection Manager	120,000-130,000	10-30%
Senior Data Protection Counsel (Qualified)	120,000-140,000	10-25%
Data Protection Manager	90,000-110,000	10-20%
Data Protection Counsel (Qualified)	100,000-120,000	10-20%
Senior Data Protection Analyst	60,000-70,000	10-20%
Data Protection Analyst	45,000-55,000	10-20%



# Financial services



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Salaries are in GBP.

## Company secretarial (Banking)

Position	Base salary range	Bonus
Company Secretary	150,000-200,000+	40-60%
Deputy Company Secretary	120,000-150,000	20-50%
Senior Assistant Company Secretary	90,000-110,000	20-30%
Assistant Company Secretary	60,000-90,000	10-20%
Senior Company Secretarial Assistant	45,000-60,000	10-20%
Company Secretarial Assistant	35,000-45,000	0-10%
Trainee Company Secretary	28,000-35,000	0-10%

## Company secretarial (Insurance)

Position	Base salary range	Bonus
Company Secretary	150,000-200,000+	20-50%
Deputy Company Secretary	120,000-150,000	20-30%
Senior Assistant Company Secretary	90,000-110,000	15-20%
Assistant Company Secretary	60,000-80,000	10-20%
Senior Company Secretarial Assistant	50,000-60,000	0-10%
Company Secretarial Assistant	35,000-50,000	0-10%
Trainee Company Secretary	25,000-35,000	0-10%

Salaries are in GBP.

Company secretarial (Fintech)

Position	Base salary range	Bonus
Company Secretary	150,000-200,000+	20-50%
Deputy Company Secretary	120,000-150,000	20-30%
Senior Assistant Company Secretary	90,000-110,000	10-20%
Assistant Company Secretary	60,000-85,000	10-20%
Senior Company Secretarial Assistant	50,000-60,000	0-10%
Company Secretarial Assistant	35,000-50,000	0-10%
Trainee Company Secretary	25,000-35,000	0-10%



## Financial services



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Salaries are in GBP.

### Internal audit (London)

Position	Base salary range	Bonus
Chief Internal Auditor	180,000+	20%+
Head of Internal Audit	130,000-200,000	20%+
Senior Internal Audit Manager	85,000-130,000	10-30%
Internal Audit Manager	75,000-100,000	10-30%
Senior Internal Auditor	55,000-75,000	0-25%
Internal Auditor	50,000-60,000	0-20%

## Financial services



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Salaries are in GBP. All day rates are the candidate rate.

### Risk (London)

Position	Base salary range	Day rate	Bonus
Chief Risk Officer	160,000-300,000	1500-2750	20-40%
Head of Risk	150,000-250,000	1200-1800	20-40%
Senior Risk Manager	90,000-175,000	700-900	10-30%
Risk Manager	70,000-110,000	650-900	10-25%
Senior Risk Analyst	60,000-80,000	600-800	10-25%
Risk Analyst	45,000-65,000	450-600	10-20%

### Risk (Regional UK)

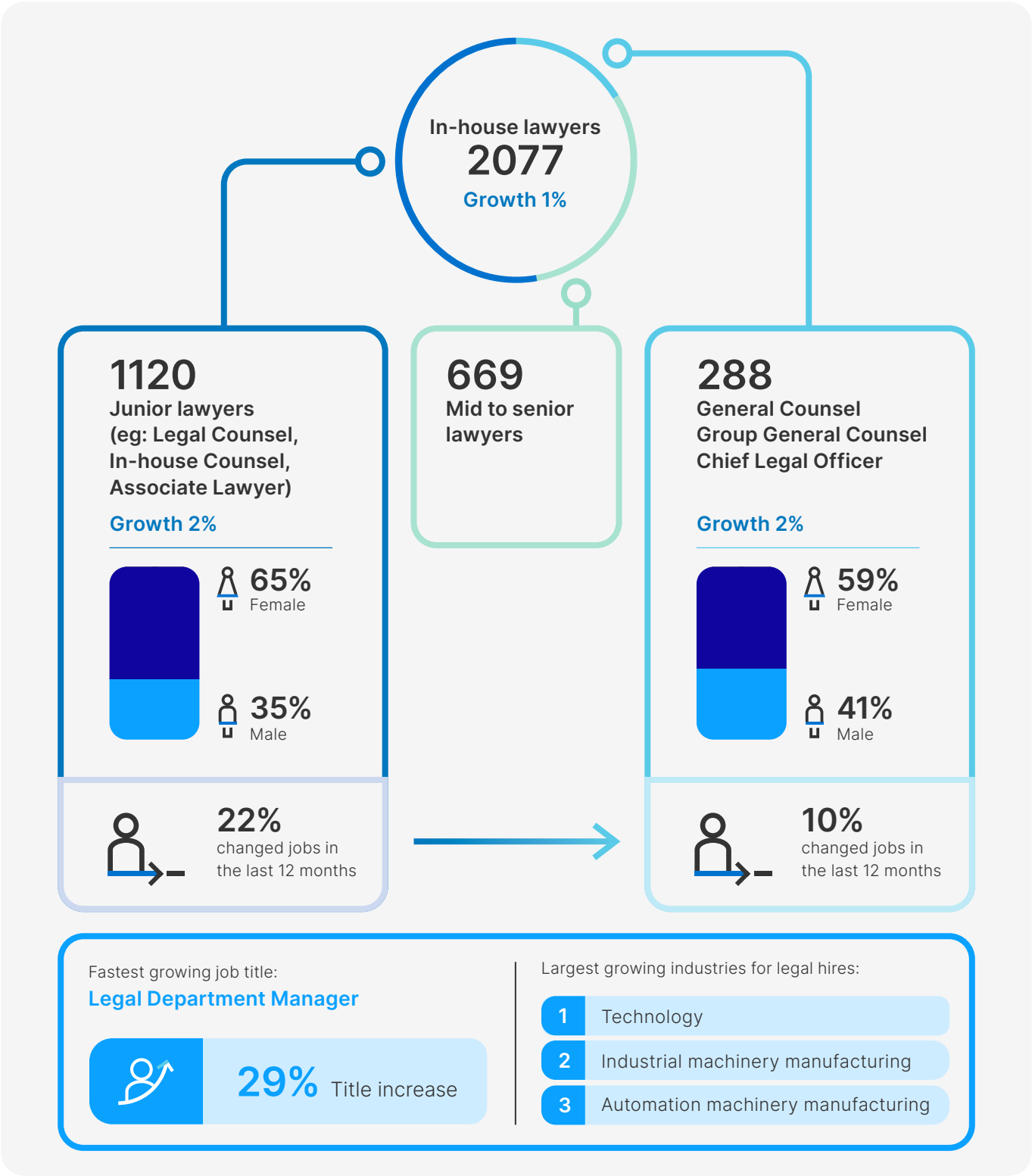
Position	Base salary range	Day rate	Bonus
Chief Risk Officer	125,000-250,000	1200-2000	10-40%
Head of Risk	100,000-200,000	1000-1500	10-30%
Senior Risk Manager	65,000-110,000	650-900	10-30%
Risk Manager	60,000-85,000	550-850	10-20%
Senior Risk Analyst	50,000-70,000	500-800	10-20%
Risk Analyst	35,000-55,000	350-550	10-15%

# Ireland and Northern Ireland



## The Ireland in-house market

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel; mid-level roles such as Senior Legal Counsel; and senior positions including General Counsel and Chief Legal Officer. The data shows how gender demographics change as lawyers move through their careers, and highlights the roles and industries that have seen legal hire growth.



## Ireland market analysis



### What are the current market conditions in the region?

- As an English-speaking member of the EU with close ties to the US, Ireland is considered one of the top countries for investment, boasting a diverse range of high-profile sectors including life sciences/ pharmaceutical, technology and financial services. In 2024, we have seen a steady flow of in-house opportunities as legal teams within these sectors continue to grow



### What are the key challenges the region is facing and how should businesses capitalise on them?

- Competition for strong candidates has continued to grow in 2024. As hiring managers attempt to win candidates, we have seen an increase in salaries, sign-on bonuses and flexible working. To increase the pool of candidates, we have also seen an increased willingness by hiring managers to consider overseas lawyers for roles



### What are the main opportunities for growth and development in the region?

- Due to its favourable tax policies and skilled workforce, Ireland has a market-leading technology sector and is home to many global tech companies, including Google, Facebook and Apple. It also has well-established pharmaceutical and biotech sectors with new multinationals looking to expand in the EU through Ireland. There has also been significant growth in renewable energy, particularly wind and wave energy



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## Ireland salaries

Salaries are in EUR.

### Dublin

PQE	Base salary range
NQ	65,000-80,000
1-2 years	70,000-80,000
2-4 years	80,000-110,000
4-6 years	105,000-120,000
6-8 years	110,000-150,000
8-10 years	120,000-150,000+
10+ years	140,000+
Head of Legal/Legal Director	150,000+

### Cork, Galway, Limerick

PQE	Base salary range
NQ	35,000-55,000
1 year	40,000-58,000
2 years	44,000-60,000
3 years	45,000-65,000
4 years	48,000-68,000
5 years	50,000-80,000
6 years	54,000-84,000
7-10 years	60,000-120,000
10 years+	65,000-130,000

Belfast

PQE	Base salary range
NQ-2 years	32,000-44,000
2-4 years	38,000-50,000
4-7 years	40,000-65,000
Manager 8+ PQE	52,000-75,000
Legal Director	72,000-95,000
Head of Legal	75,000-120,000

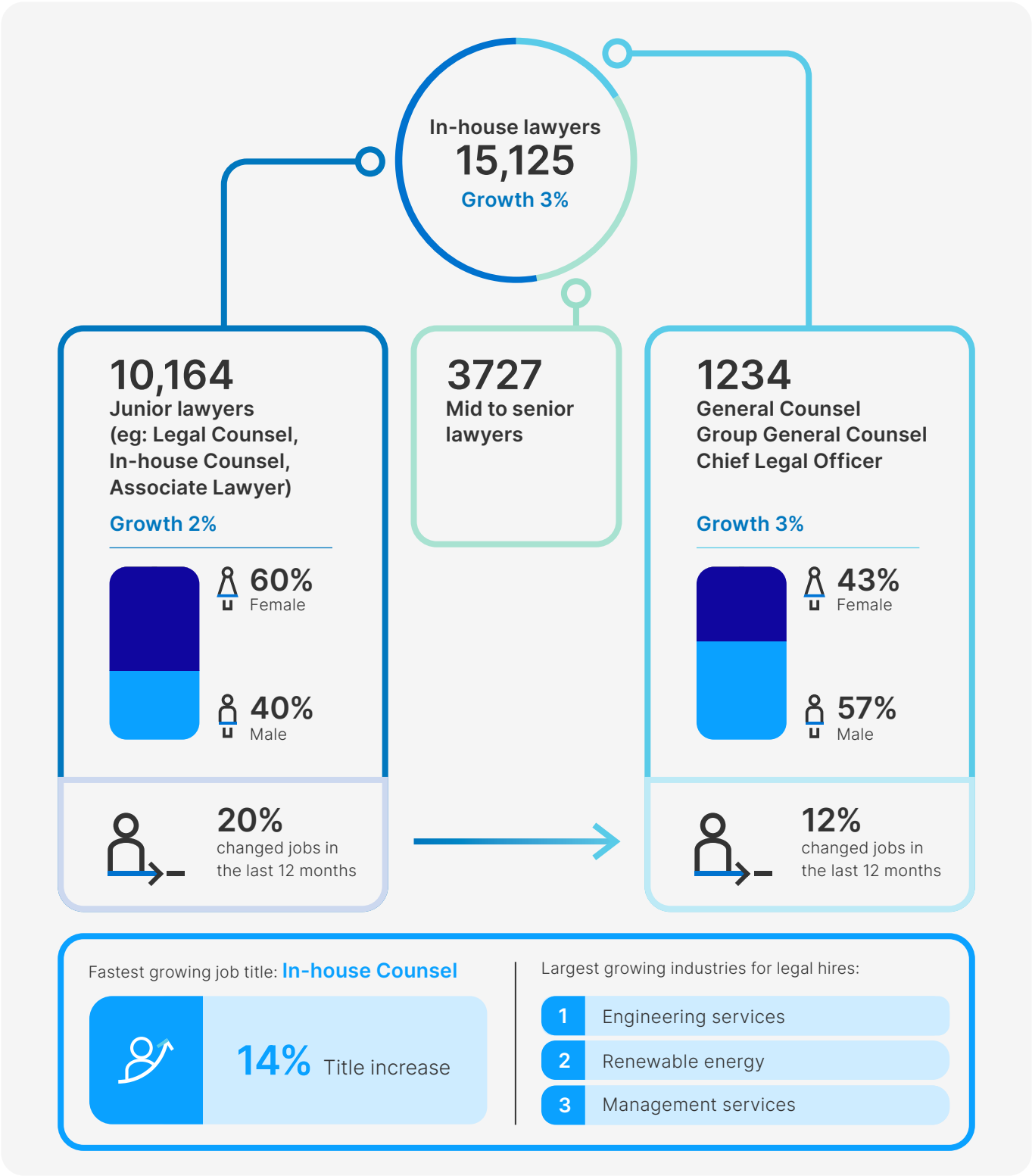


# | Benelux



## The Benelux in-house market

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel; mid-level roles such as Senior Legal Counsel; and senior positions including General Counsel and Chief Legal Officer. The data shows how gender demographics change as lawyers move through their careers, and highlights the roles and industries that have seen legal hire growth.



## Benelux market analysis



### What are the current market conditions in the region?

- The job market in the Benelux region is advantageous, with a high demand for lawyers, particularly within the financial services, energy, logistics, pharmaceuticals and manufacturing sectors. This demand is driven by the region's geographical location and business environment. The established legal system, favourable tax regulations, stable economy and highly skilled workforce make the Benelux region a popular choice for companies to set up their EMEA or global headquarters



### What are the key challenges the region is facing and how should businesses capitalise on them?

There is a very high demand for mid-level (4-8 years PQE) lawyers in the region, making it very challenging to attract this group of candidates. For junior and very senior (20+ PQE) candidates, it is increasingly difficult to find a new legal role at their level. To attract top talent, especially within the 4-8 PQE range, clients should focus on four key strategies:

1. Offer competitive compensation with a strong salary package, performance bonuses and comprehensive benefits
2. Provide career development opportunities through structured promotion paths, mentorship and specialised training
3. Promote work-life balance by implementing flexible working arrangements, encouraging time off and fostering a supportive work environment
4. Emphasise a strong commitment to ESG, particularly DEI and sustainability, as top talent increasingly seeks employers whose values align with their own and who are dedicated to making a positive impact



### What are the main opportunities for growth and development in the region?

- The Benelux region is leading in its sustainability efforts, home to many multinational corporations and scale-ups focused on energy transition. It also serves as a hub for major tech and semiconductor companies, attracting a substantial pool of international legal talent. These sectors are experiencing substantial growth and legal teams are growing to support their initiatives and accommodate their development



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# Benelux salaries

Salaries are in EUR.

## Netherlands

PQE	Base salary range
NQ	40,000-55,000
1-2 years	50,000-65,000
2-4 years	60,000-85,000
4-6 years	70,000-105,000
6-8 years	80,000-120,000
8-10 years	90,000-130,000
10+ years	110,000-160,000
Head of Legal/Legal Director	130,000-180,000
General Counsel	150,000-300,000
Chief Legal Officer	180,000-350,000





## Belgium

PQE	Base salary range
NQ	35,000-50,000
1-2 years	45,000-60,000
2-4 years	50,000-70,000
4-6 years	60,000-85,000
6-8 years	70,000-100,000
8-10 years	85,000-125,000
10+ years	100,000-150,000
Head of Legal/Legal Director	120,000-180,000
General Counsel	150,000-300,000
Chief Legal Officer	160,000-350,000

## Luxembourg

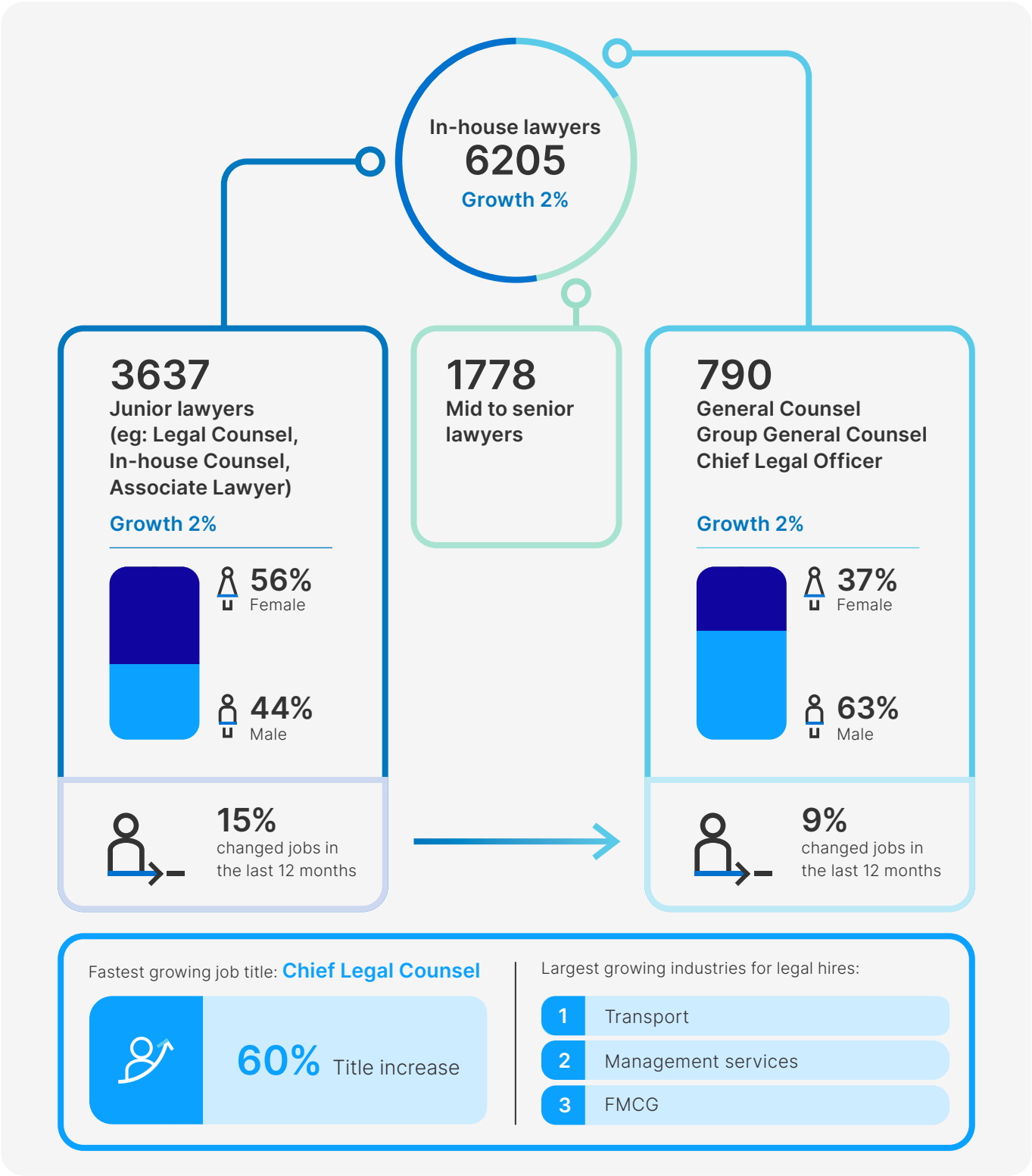
PQE	Base salary range
NQ	40,000-60,000
1-2 years	50,000-70,000
2-4 years	60,000-80,000
4-6 years	70,000-95,000
6-8 years	75,000-110,000
8-10 years	90,000-140,000
10+ years	120,000-170,000
Head of Legal/Legal Director	140,000-200,000
General Counsel	160,000-300,000
Chief Legal Officer	200,000-350,000

# I Switzerland



## The Switzerland in-house market

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel. We’ve also included mid-level roles such as Senior Legal Counsel and senior positions including General Counsel and Chief Legal Officer. The data shows how gender demographics change as lawyers move through their careers, and highlights the roles and industries that have seen legal hire growth.



## Switzerland market analysis



### What are the current market conditions in the region?

- There are fewer active opportunities, particularly on the more senior side. The market has become more domestic over the years, so it is now much more difficult for international candidates to find roles in Switzerland. Salaries have remained relatively stable, from junior to senior level



### What are the key challenges the region is facing and how should businesses capitalise on them?

- There is generally a shortage of good candidates in the market, particularly if businesses are looking for a Swiss-qualified or a German-speaking lawyer. The high salary levels are another challenge for in-house legal departments. If it is an option for companies/legal teams, they should continue to consider hiring international lawyers in order to have a larger pool of potential candidates
- Switzerland is still an attractive market for international candidates but for some, for example those from the UK, it is now much more difficult post-Brexit if they are not EU citizens. There is also less of an appetite for candidates to relocate within the EU. For example, German lawyers are currently seeing higher salaries in the German domestic market, which makes Switzerland less of an attractive proposition



### What are the main opportunities for growth and development in the region?

- If clients can offer flexibility, remote working and development opportunities they will stand out and be able to attract and grow talent



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Switzerland

Salaries are in CHF.

PQE	Base salary range	Bonus range
Junior Legal Counsel	120,000-140,000	0-10%
Legal Counsel	130,000-160,000	10-20%
Senior Legal Counsel	160,000-200,000	15-30%
Head of Legal/Legal Director	180,000-230,000	20-40%
General Counsel	200,000+	20-50%

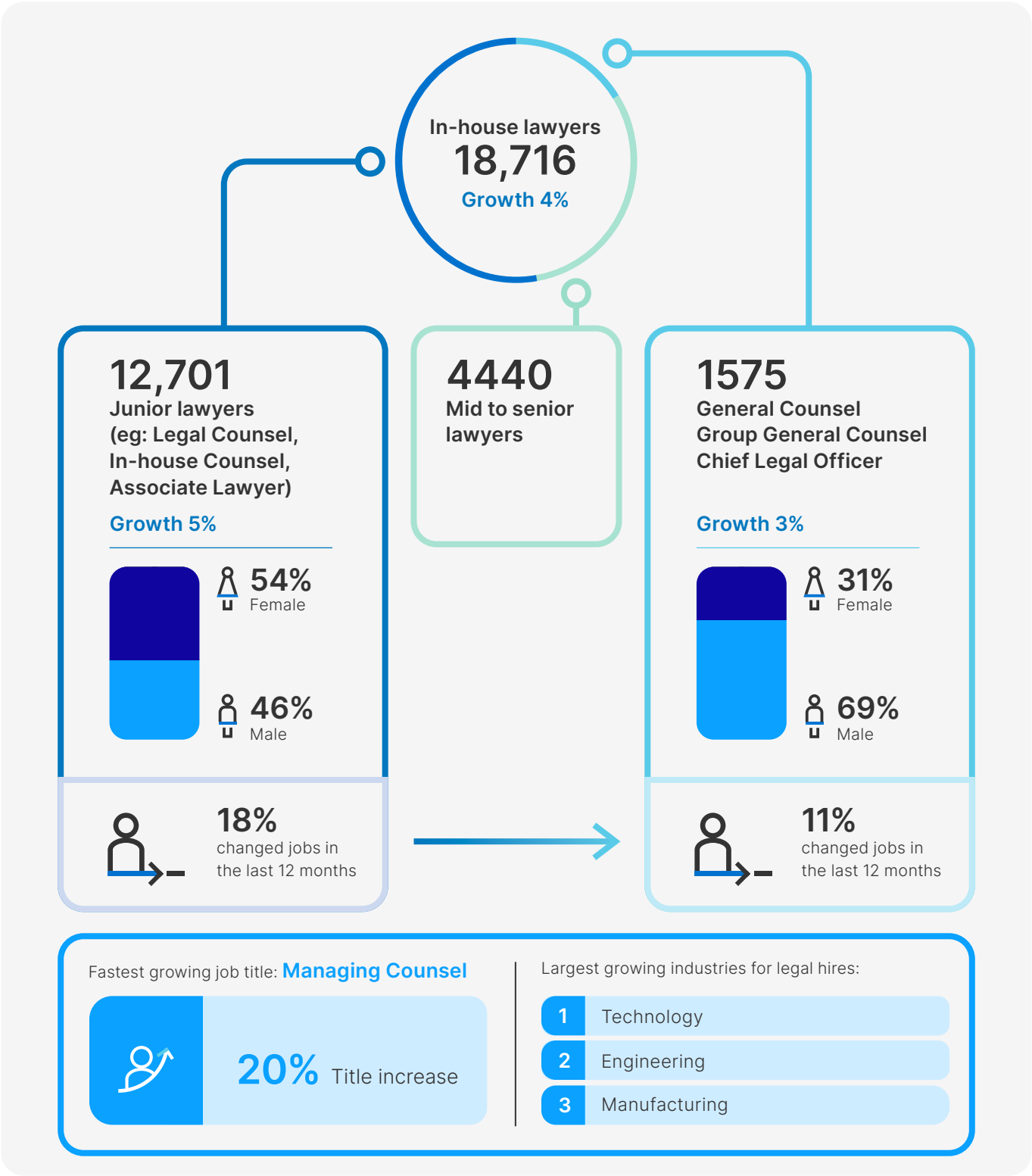


# I Germany



## The Germany in-house market

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel. We've also included mid-level roles such as Senior Legal Counsel and senior positions including General Counsel and Chief Legal Officer. The data shows how gender demographics change as lawyers move through their careers, and highlights the roles and industries that have seen legal hire growth.



## Germany market analysis



### What are the current market conditions in the region?

- The end of 2023 saw a return to a more normal market and this growth has continued in 2024, with a number of companies starting their hiring processes or at least thinking about expanding their teams
- With high salaries offered by law firms in Germany (and around the world) in-house teams still face a challenge attracting talent. There are practice lawyers looking to move in-house, but the big gap in salary is hard for them to overcome
- Most companies have adapted to flexible working and generally lawyers in Germany are in the office two-three days a week
- In-house teams have been hiring more on the senior side despite businesses looking to cost-save. We are seeing more international companies hiring their first lawyers in the region



### What are the key challenges the region is facing and how should businesses capitalise on them?

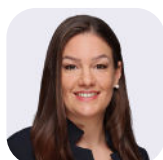
- With the large law firm salaries so high, there are fewer qualified lawyers (Volljuristen) available, so finding talent is a challenge. The salaries of those lawyers who have been in a role for a number of years has not increased accordingly and this makes it difficult for legal departments as they have internal salary bands that do not correspond with the external market. However, we have seen junior lawyers make more frequent moves over the last year and they have benefitted from consecutive salary increases
- Companies who don't offer flexible working are struggling to attract candidates, particularly when they are located away from the large commercial centres. Moving cities for a new role is increasingly uncommon and candidates are in the fortunate position of being able to wait until they find something close to them





### What are the main opportunities for growth and development in the region?

- Businesses should consider international lawyers and more flexible working. If an office is in a more remote location then they should offer transportation options/support



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## Germany salaries

Salaries are in EUR.

### Consumer goods

Position	Base salary range	Bonus
After second state exam/Junior Legal Counsel	60,000-90,000	0-10%
Legal Counsel	85,000-115,000	10%
Senior Legal Counsel	100,000-140,000	10-20%
Legal Director/Head of Legal	120,000-170,000	20-30%
General Counsel	170,000+	25-40%

### Energy/renewables

Position	Base salary range	Bonus
After second state exam/Junior Legal Counsel	70,000-90,000	0-10%
Legal Counsel	95,000-130,000	10-20%
Senior Legal Counsel	120,000-150,000	10-25%
Legal Director/ Head of Legal	140,000-180,000	25-40%
General Counsel	180,000+	30-50%

### Financial services

Position	Base salary range	Bonus
After second state exam/Junior Legal Counsel	60,000-90,000	0-10%
Legal Counsel	90,000-120,000	10-20%
Senior Legal Counsel	120,000-150,000	15-30%
Legal Director/Head of Legal	140,000-180,000	20-40%
General Counsel	180,000+	30-50%

Salaries are in EUR.

### Hospitality/leisure

Position	Base salary range	Bonus
After second state exam/Junior Legal Counsel	60,000-80,000	0-10%
Legal Counsel	80,000-120,000	10-20%
Senior Legal Counsel	110,000-140,000	10-15%
Legal Director/Head of Legal	130,000-170,000	15-30%
General Counsel	160,000+	25-40%

### IT/tech

Position	Base salary range	Bonus
After second state exam/Junior Legal Counsel	75,000-95,000	0-10%
Legal Counsel	90,000-120,000	10-20%
Senior Legal Counsel	120,000-150,000	15-30%
Legal Director/Head of Legal	140,000-200,000	20-40%
General Counsel	190,000+	20-60%

### Manufacturing/engineering/automotive (base/variable incl. incentives)

Position	Base salary range	Bonus
After second state exam/Junior Legal Counsel	60,000-80,000	0-10%
Legal Counsel	90,000-120,000	10-20%
Senior Legal Counsel	110,000-160,000	15-20%
Legal Director/Head of Legal	150,000-190,000	25-40%
General Counsel	180,000+	25-60%

### Media

Position	Base salary range	Bonus
After second state exam/Junior Legal Counsel	60,000-80,000	0-10%
Legal Counsel	80,000-110,000	0-10%
Senior Legal Counsel	100,000-130,000	10-15%
Legal Director/Head of Legal	130,000-170,000	15-25%
General Counsel	160,000+	25-35%

Salaries are in EUR.

Pharmaceutical/healthcare/life sciences

Position	Base salary range	Bonus
After second state exam/Junior Legal Counsel	80,000-95,000	0-10%
Legal Counsel	90,000-130,000	10-20%
Senior Legal Counsel	125,000-170,000	20-30%
Legal Director/Head of Legal	170,000-220,000	25-40%
General Counsel	200,000+	30-60%

Professional services

Position	Base salary range	Bonus
After second state exam/Junior Legal Counsel	60,000-90,000	0-10%
Legal Counsel	80,000-115,000	10-20%
Senior Legal Counsel	115,000-140,000	15-30%
Legal Director/Head of Legal	135,000-180,000	20-40%
General Counsel	170,000+	25-50%

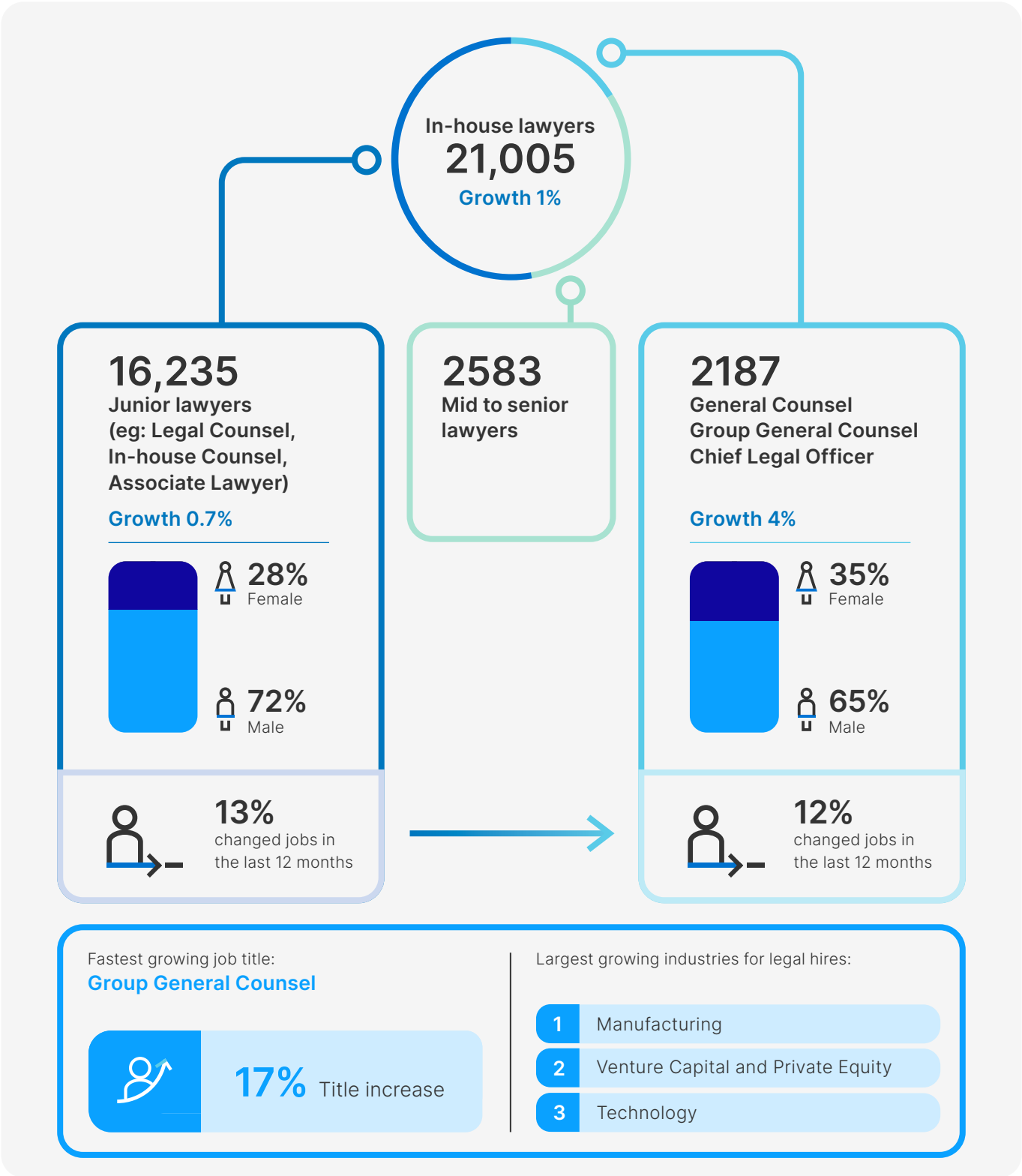


# I Middle East



## The Middle East in-house market

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel. We've also included mid-level roles such as Senior Legal Counsel and senior positions including General Counsel and Chief Legal Officer. The data shows how gender demographics change as lawyers move through their careers, and highlights the roles and industries that have seen legal hire growth.



## Middle East market analysis



### What are the current market conditions in the region?

- Public sector and government spending across the Middle East on a wide array of giga, infrastructure and investment projects has both grown the economy and kept private sector organisations very busy
- The last year has seen significant regional growth, backed by government and state-funded projects, as well as private investment. Industries across the Middle East, including the legal, compliance, governance and risk markets have been no exception
- Businesses have needed to recruit legal expertise and expand their teams to keep up with the demand and new legislation across the region



### What are the key challenges the region is facing and how should businesses capitalise on them?

- Despite being a competitive market, the emphasis on quality control remains robust. Clients often face challenges in locating the desired legal talent within the local or regional market, creating opportunities for those who possess the sought-after skills outside of the region
- The rapid rise of top end private practice salaries worldwide has meant in-house clients seeking the best global legal talent are sometimes finding themselves far behind the leading benchmarks
- The cost of living has increased significantly over the last two years and the 9% corporate tax introduced in 2023 will affect company profits going forward





### What are the main opportunities for growth and development in the region?

- We have seen huge developments across several sectors such as TMT, financial services, energy and infrastructure. The investment driven by Saudi Vision 2030 also presents many opportunities for lawyers in the region



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## Middle East salaries

Salaries listed in the tables below are in AED (basic, living and transportation).  
Salaries in Qatar and Saudi Arabia are on average 15-25% higher than UAE salaries.  
For local GCC nationals, typically salaries will be an additional 15-20% higher.

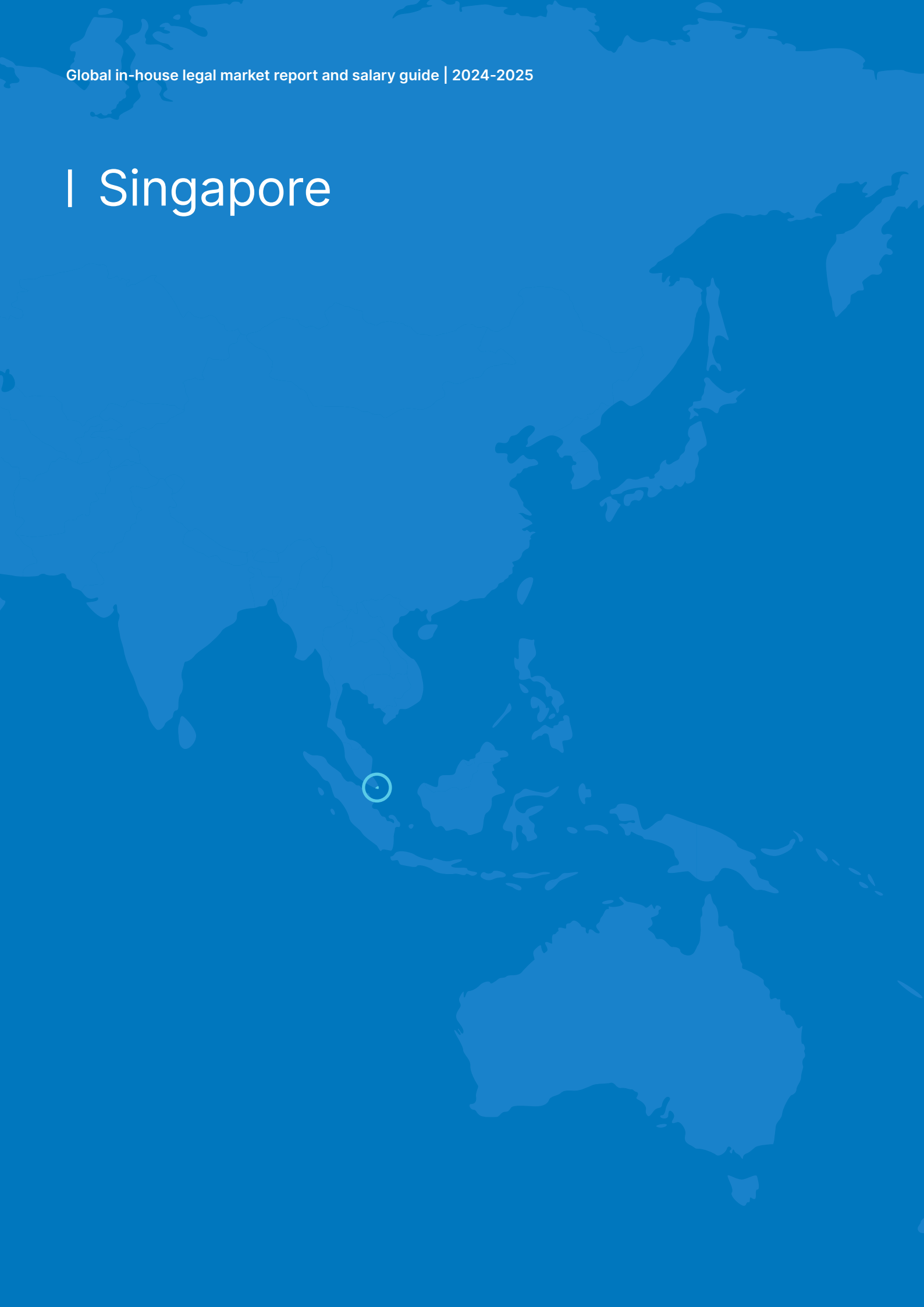
### In-house

PQE	Base salary range	Bonus range
NQ	300,000-360,000	10-15%
1-2 years	300,000-420,000	10-15%
3-4 years	360,000-540,000	10-20%
5-6 years	420,000-600,000	10-20%
7-8 years	480,000-720,000	10-20%
9-10 years	600,000-840,000	10-20%
10+ years	660,000-960,000	10-25%
Head of Legal/Legal Director	720,000+	10-25%
General Counsel	960,000+	15-30%
Chief Legal Officer	1,200,000+	15-30%

### Compliance

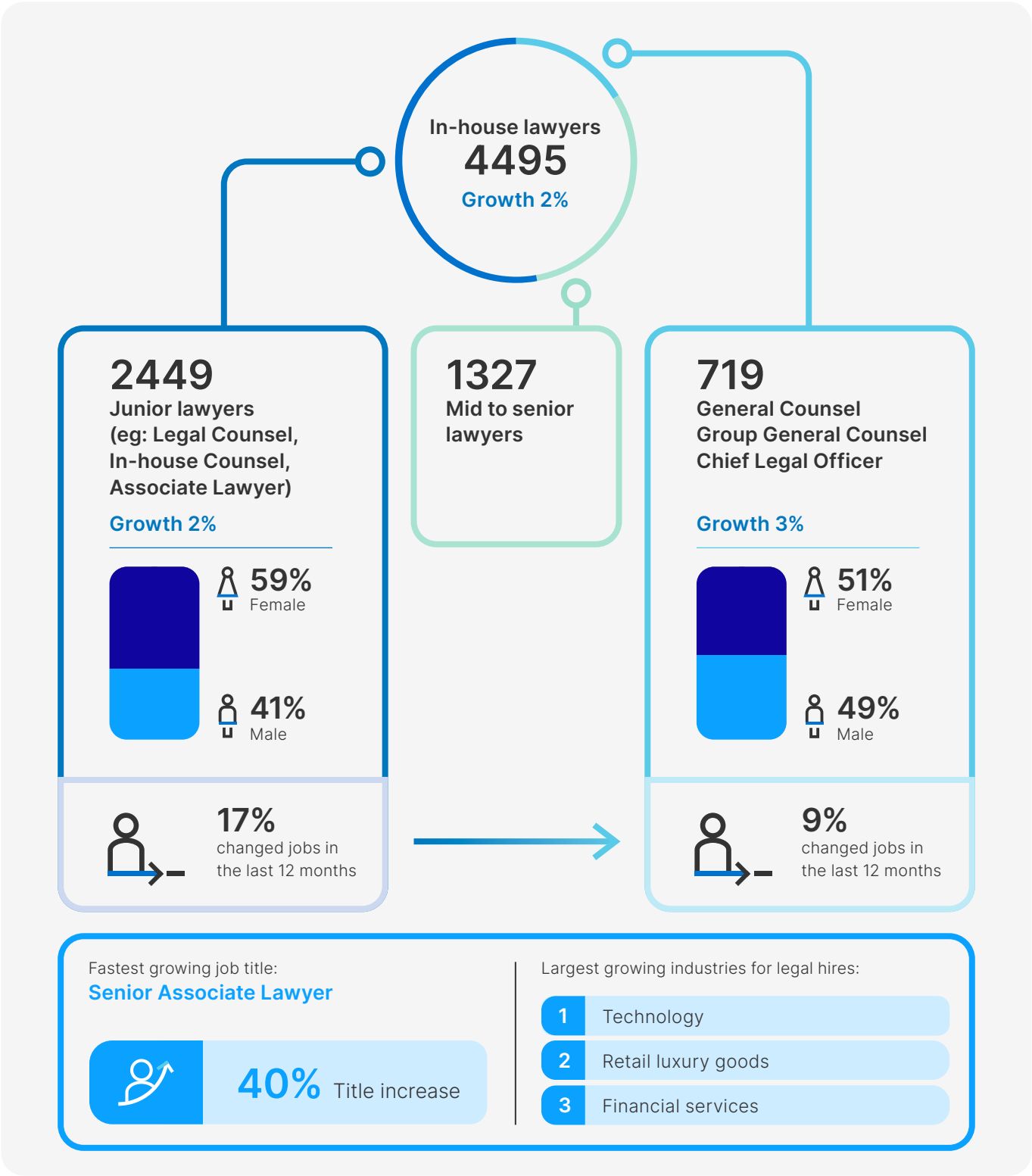
PQE	Base salary range	Bonus range
1-2 years	240,000-336,000	10-15%
3-4 years	336,000-360,000	10-15%
5-6 years	360,000-480,000	10-20%
7-8 years	480,000-600,000	10-20%
9-10 years	500,000-700,000	10-20%
10+ years	660,000-960,000	10-20%
Head of/Director	720,000-1,000,000	10-25%
Chief Compliance Officer	840,000-1,200,000	10-25%

# I Singapore



## The Singapore in-house market

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel. We’ve also included mid-level roles such as Senior Legal Counsel and senior positions including General Counsel and Chief Legal Officer. The data shows how gender demographics change as lawyers move through their careers, and highlights the roles and industries that have seen legal hire growth.



## Singapore market analysis



### What are the current market conditions in the region?

- In 2024, the recruitment landscape was characterised by a slow but steady growth in a global economic environment shaped by geopolitical tensions, technological shifts and inflationary pressures. 13% of corporate governance talent changed jobs in 2024, compared to 22% in the same period in 2023. Although the number of roles reduced, the job market remained strong with recruitment driven by Asian and regional-headquartered companies, banks and financial institutions



### What are the key challenges the region is facing and how should businesses capitalise on them?

- We've witnessed keen demand for legal, risk and compliance talent in sectors including energy and commodities, high-tech manufacturing, construction (on-shore and off-shore), hospitality and travel, investment management and insurance. There remains a limited pool of candidates with the requisite expertise and seniority in these sectors. In this competition for talent, hiring managers who are decisive and streamline their recruitment process are more likely to succeed in recruiting the quality talent for their team



### What are the main opportunities for growth and development in the region?

- Looking ahead to 2025, employers are taking a cautious approach to recruitment given global headwinds and slower growth. Against this backdrop, hiring managers bear the brunt of cost pressures and increasing workloads
- Strong business case for critical replacement, new headcount or specialist experience will continue to drive recruitment
- Where hiring managers face budget constraints, they are opting to recruit talent in contract or interim roles to meet business demands. This shift reflects a growing trend towards flexible working arrangements in the legal sector
- Despite mixed signs of recovery, the demand for in-country counsel across Southeast Asia remains strong, especially in locations such as Malaysia, Indonesia, Thailand, the Philippines and Vietnam
- Besides newly created roles driven by business expansion, we are also seeing recruitment activity driven by other business considerations. These include the setting up of middle or back-office functions in lower-cost locations or requirements to meet increasing regulatory demands. Consequently, this growth in recruitment across lower-cost locations means employers are competing for a limited talent pool



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## Singapore Salaries

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## Legal - Corporate and commercial

Salaries are in SGD.

### General Counsel

Position	Base salary range	Variable
Head of Legal	250,000-350,000	20-30%
Group Head of Legal	300,000-400,000	20-40%
APAC General Counsel	350,000-550,000	30-40%
Chief Legal Officer/Global GC	400,000-800,000	40-50%+

### Aviation

PQE	Base salary range
2-4 years	70,000-140,000
5-7 years	140,000-240,000
8-10 years	160,000-260,000
11-15 years	200,000-340,000
15+ years	260,000-380,000+

### Energy and commodities

PQE	Base salary range
2-4 years	80,000-160,000
5-7 years	150,000-250,000
8-10 years	180,000-300,000
11-15 years	220,000-380,000
15+ years	280,000-400,000+



Salaries are in SGD.

### Engineering and manufacturing

PQE	Base salary range
2-4 years	70,000-140,000
5-7 years	140,000-220,000
8-10 years	160,000-250,000
11-15 years	200,000-300,000
15+ years	260,000-350,000+

### FMCG and retail

PQE	Base salary range
2-4 years	70,000-130,000
5-7 years	130,000-180,000
8-10 years	160,000-220,000
11-15 years	200,000-320,000
15+ years	250,000-350,000+

### Life sciences, medical technology and healthcare

PQE	Base salary range
2-4 years	80,000-140,000
5-7 years	140,000-200,000
8-10 years	180,000-300,000
11-15 years	220,000-380,000
15+ years	280,000-400,000+

### Real estate

PQE	Base salary range
2-4 years	70,000-140,000
5-7 years	140,000-220,000
8-10 years	160,000-240,000
11-15 years	200,000-320,000
15+ years	250,000-350,000+



Salaries are in SGD.

Shipping, logistics and transportation

PQE	Base salary range
2-4 years	70,000-140,000
5-7 years	140,000-220,000
8-10 years	160,000-240,000
11-15 years	200,000-320,000
15+ years	250,000-350,000+

Technology, media and telecommunications

PQE	Base salary range
2-4 years	80,000-160,000
5-7 years	140,000-220,000
8-10 years	180,000-260,000
11-15 years	200,000-340,000
15+ years	280,000-400,000+

Tourism and travel

PQE	Base salary range
2-4 years	70,000-140,000
5-7 years	140,000-220,000
8-10 years	160,000-240,000
11-15 years	200,000-320,000
15+ years	250,000-350,000+

Legal support and company secretarial

PQE	Paralegal	Company secretary	Contracts Analyst/Manager	Legal Operations
1-3 years	40,000-70,000	60,000-75,000	50,000-65,000	N/A
4-5 years	60,000-85,000	70,000-80,000	65,000-80,000	N/A
6-8 years	70,000-95,000	80,000-100,000	80,000-100,000	80,000-150,000
9-11 years	75,000-110,000	100,000-120,000	100,000-120,000	120,000-240,000
12-14 years	110,000	120,000-140,000	120,000-150,000	200,000-300,000
15+ years	120,000+	130,000-150,000+	150,000+	240,000-320,000+

## Legal - Banking and financial services

Salaries are in SGD.

### Corporate and investment banking

PQE	Base salary range
NQ-2 years	55,000-100,000
3-5 years	120,000-150,000
6-8 years	150,000-220,000
9-11+ years	180,000-255,000
SVP/Director	250,000+

### Financial markets

PQE	Derivatives Counsel	ISDA Negotiator
5-8 years	150,000-220,000	100,000-150,000
9-11+ years	180,000-255,000	150,000-200,000
SVP/Director	250,000+	200,000+

### Fintech

PQE	Base salary range
NQ-2 years	54,000-90,000
3-5 years	80,000-120,000
6-8 years	120,000-200,000
9-11+ years	200,000-300,000
SVP/Director	300,000+

### Insurance

PQE	Base salary range
NQ-2 years	48,000-80,000
3-5 years	65,000-150,000
6-8 years	135,000-220,000
9-11+ years	180,000-255,000
SVP/Director	250,000

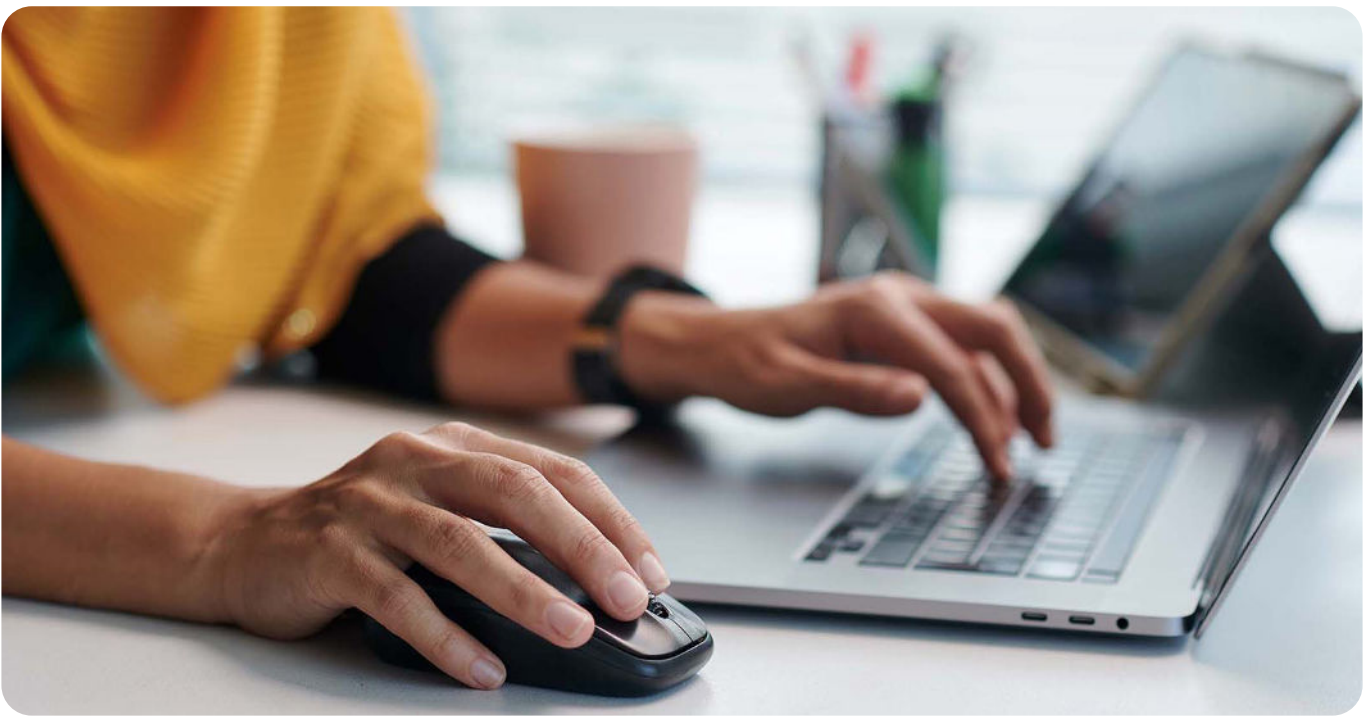
Salaries are in SGD.

Private banking

PQE	Base salary range
NQ-2 years	N/A
3-5 years	120,000-150,000
6-8 years	150,000-220,000
9-11+ years	180,000-255,000
SVP/Director	250,000+

Venture capital/private equity/family office

PQE	Base salary range
NQ-2 years	54,000-110,000
3-5 years	80,000-225,000
6-8 years	150,000-280,000
9-11+ years	200,000-330,000
ED+	300,000+



# Compliance



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Salaries are in SGD.

## Chief Compliance Officer

Position	Base salary range	Variable
Head of Compliance	250,000-350,000	20-30%
Global Chief Compliance Officer	300,000-400,000	20-40%

## Asset management

	Base salary range
Compliance Officer/Analyst	60,000-100,000
Senior Compliance Officer	90,000-120,000
Compliance Manager/AVP	120,000-180,000
Compliance Senior Manager/VP/Director	180,000-280,000
Head of Compliance	300,000-450,000

## Compliance advisory

	Base salary range
Compliance Officer/Analyst	60,000-100,000
Senior Compliance Officer/Specialist	100,000-160,000
Compliance Manager	130,000-220,000
Compliance Counsel (Qualified)	180,000-300,000+
Head of Compliance	280,000-400,000+

Salaries are in SGD.

### Consumer/retail banking

	Base salary range
Associate/Analyst	60,000-90,000
Assistant Vice President/Associate Director	80,000-160,000
Vice President/Director	150,000-280,000
Managing Director/ Executive Director/ Head of Compliance	260,000-450,000

### Fintech

	Base salary range
Compliance Officer/Analyst	55,000-90,000
Senior Compliance Officer	100,000-160,000
Compliance Manager/AVP	170,000-240,000
Head of Compliance	250,000-400,000

### Insurance

	Base salary range
Compliance Officer/Analyst	55,000-80,000
Senior Compliance Officer	90,000-130,000
Compliance Manager/AVP	140,000-200,000
Head of Compliance	200,000-350,000

### Investigations

	Base salary range
Compliance Officer/Analyst	60,000-90,000
Senior Compliance Officer/Specialist	90,000-150,000
Compliance Manager	120,000-200,000
Compliance Counsel (Qualified)	160,000-280,000+
Head of Compliance	260,000-350,000+

Salaries are in SGD.

### Investment banking

	Base salary range
Associate/Analyst	60,000-100,000
Assistant Vice President/Associate Director	100,000-180,000
Vice President/Director	180,000-330,000
Managing Director/Executive Director/ Head of Compliance	280,000-480,000

### Private banking/wealth management

	Base salary range
Associate/Analyst	60,000-100,000
Assistant Vice President/Associate Director	100,000-180,000
Vice President/Director	180,000-370,000
Managing Director/Executive Director/ Head of Compliance	280,000-480,000

### Trade compliance

	Base salary range
Compliance Officer/Analyst	55,000-80,000
Senior Compliance Officer/Specialist	80,000-120,000
Compliance Manager	120,000-220,000
Compliance Counsel (Qualified)	180,000-300,000+
Head of Compliance	220,000-300,000



# Risk management



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Salaries are in SGD.

## Chief Risk Officer

Position	Base salary range	Variable
Head of Risk Management	250,000-350,000	20-30%
Chief Risk Officer, APAC	350,000-550,000	30-40%
Chief Risk Officer, Global	400,000-800,000	40-50%+

## Commodity risk/product control

PQE	Base salary range
0-3 years	60,000-85,000
4-7 years	78,000-108,000
8-12 years	100,000-150,000
13-15 years	150,000-200,000
15+ years	200,000+

## Credit risk/approval

PQE	Base salary range
0-3 years	45,000-66,000
4-7 years	70,000-95,000
8-12 years	102,000-156,000
13-15 years	145,000-190,000
15+ years	200,000+

Salaries are in SGD.

### Credit risk/modelling

PQE	Base salary range
0-3 years	55,000-75,000
4-7 years	80,000-120,000
8-12 years	120,000-180,000
13-15 years	180,000-220,000
15+ years	250,000+

### Enterprise risk

PQE	Base salary range
0-3 years	48,000-72,000
4-7 years	60,000-90,000
8-12 years	100,000-144,000
13-15 years	140,000-180,000
15+ years	200,000+

### ESG risk/sustainability

PQE	Base salary range
0-3 years	80,000-100,000
4-7 years	100,000-144,000
8-12 years	180,000-200,000
13-15 years	240,000-275,000
15+ years	300,000+

### Investment risk

PQE	Base salary range
0-3 years	60,000-80,000
4-7 years	90,000-120,000
8-12 years	120,000-150,000
13-15 years	145,000-180,000
15+ years	250,000+



Salaries are in SGD.

### Market risk/risk analytics

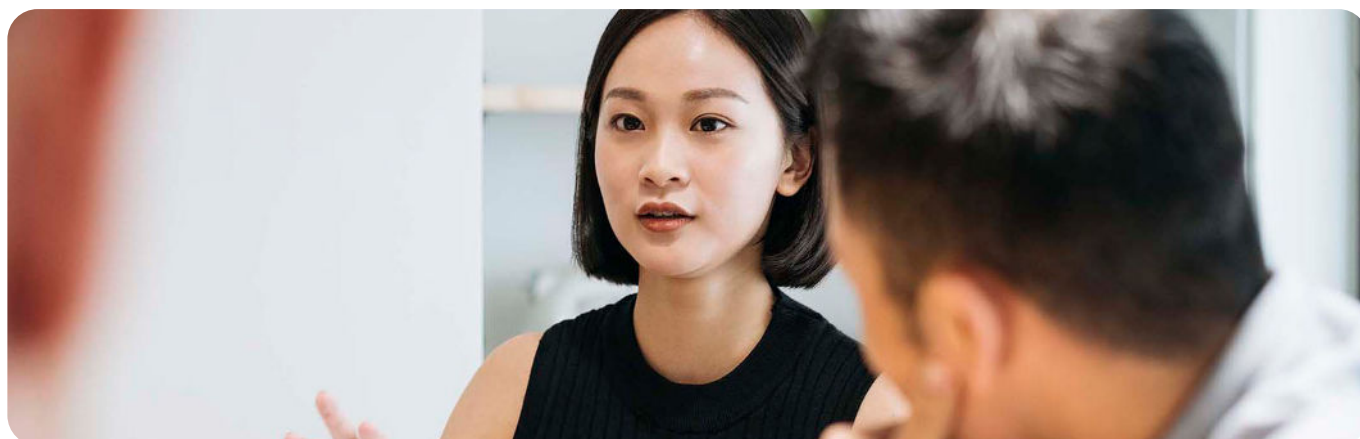
PQE	Base salary range
0-3 years	60,000-80,000
4-7 years	90,000-120,000
8-12 years	120,000-150,000
13-15 years	145,000-180,000
15+ years	250,000+

### Operational risk

PQE	Base salary range
0-3 years	48,000-72,000
4-7 years	60,000-90,000
8-12 years	100,000-144,000
13-15 years	140,000-180,000
15+ years	200,000+

### Technology risk

PQE	Base salary range
0-3 years	60,000-75,000
4-7 years	70,000-108,000
8-12 years	95,000-150,000
13-15 years	180,000-240,000
15+ years	300,000+

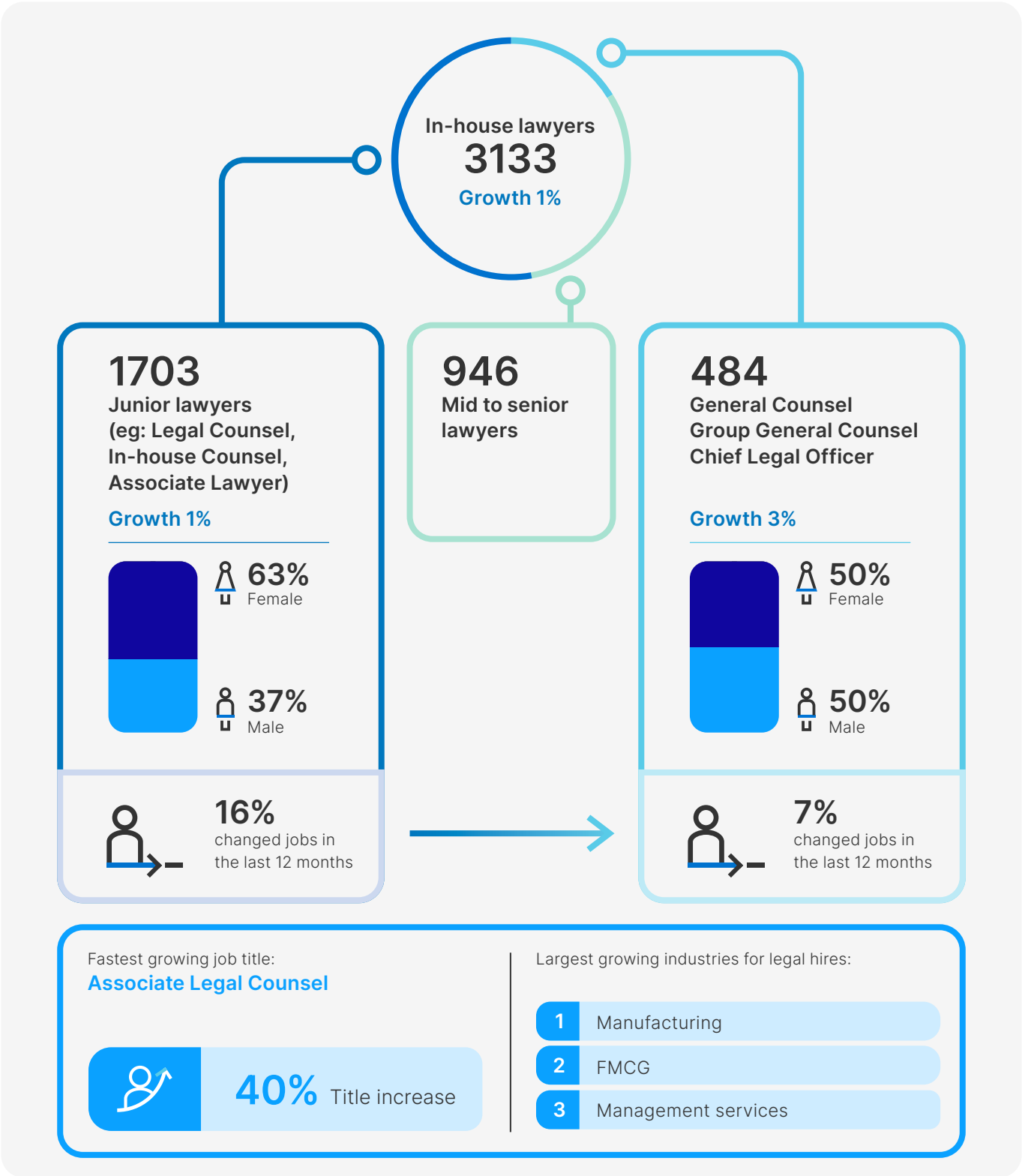


# I Hong Kong



## The Hong Kong in-house market

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel. We've also included mid-level roles such as Senior Legal Counsel and senior positions including General Counsel and Chief Legal Officer. The data shows how gender demographics change as lawyers move through their careers, and highlights the roles and industries that have seen legal hire growth.



## Hong Kong market analysis



### What are the current market conditions in the region?

- As in other regions across Asia, the recruitment landscape has been slow but steady in 2024, with global economic pressures shaped by geopolitical tensions, technological shifts and inflation all playing their part. The market remains robust, although most vacancies are replacement roles—this is observed at all hiring levels across legal, risk, compliance and the corporate secretarial space



### What are the key challenges the region is facing and how should businesses capitalise on them?

- We have witnessed more of a demand for legal, risk and compliance talent in sectors including real estate, hospitality and travel, investment management, hedge funds, fintech and insurance. However, there is still a gap between the sought-after skills and what is available in the market for businesses to choose from. Hiring managers are generally more flexible in terms of re-tooling talents from other specialities usually observed in generalist roles rather than specialty niche roles





### What are the main opportunities for growth and development in the region?

- Looking ahead to 2025, we expect employers to remain generally cautious of hiring since the global political arena might influence the direction of economic growth, such as how capital is being deployed for leaders in different industries. Hiring looks more likely to continue for companies with regional headquarters or a sizeable representative office in Hong Kong. These businesses will remain committed to finding quality talent for their teams
- We are seeing the traditional industries, such as real estate, hospitality, retail and consumer goods, generally taking more of a status quo stay-put approach into maintaining existing businesses, whilst more capital intensive financial services or investment firms are diversifying their portfolios into digital assets or investments associated with emerging technologies



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## Hong Kong salaries

Salaries are in HKD.

### Banking and financial services

PQE	Base salary range
NQ-2 years	700,000-1,105,000
3-4 years	900,000-1,300,000
5-6 years	1,200,000-1,700,000
7-8 years	1,440,000-1,920,000
9-10 years	1,650,000-2,100,000
10+ years	1,800,000+
Head of Legal/Director	2,200,000+
Chief Legal Officer	2,600,000+

### Corporate and commercial

PQE	Base salary range
NQ-2 years	540,000-900,000
3-4 years	780,000-1,200,000
5-6 years	840,000-1,440,000
7-8 years	1,200,000-1,500,000
9-10 years	1,296,000-1,680,000
10+ years	1,440,000-2,160,000
Head of Legal/Director	1,800,000+
Chief Legal Officer	2,160,000+

### Company Secretary

PQE	Base salary range
0-2 years	192,000-252,000
3-4 years	264,000-420,000
5-6 years	300,000-480,000
7-8 years	420,000-660,000
9-10 years	540,000-840,000
Head of Company Secretary (Private)	780,000-1,200,000+
Head of Company Secretary (Listed)	864,000-1,800,000+



Salaries are in HKD.

Legal support

PQE	Base salary range
0-2 years	192,000-216,000
3-4 years	240,000-480,000
5-6 years	408,000-600,000
7-8 years	540,000-660,000
9-10 years	576,000-720,000
10+ years	660,000-840,000+



# Risk and compliance



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## Compliance

Salaries are in HKD.

### Asset management

Position	Base salary range
Analyst	240,000-420,000
Associate	420,000-660,000
Assistant Vice President/Manager	660,000-840,000
Vice President/Senior Manager	840,000-1,500,000
Director/Executive Director	1,500,000-2,000,000
Managing Director	2,000,000-3,500,000

### Investment banking and private banking

Position	Base salary range
Analyst	300,000-450,000
Associate	450,000-600,000
Assistant Vice President/Manager	600,000-900,000
Vice President/Senior Manager	900,000-1,500,000
Director/Executive Director	1,500,000-2,500,000
Managing Director	2,500,000-4,000,000

### Retail and corporate banking

Position	Base salary range
Analyst	300,000-420,000
Associate	420,000-540,000
Assistant Vice President/Manager	540,000-720,000
Vice President/Senior Manager	720,000-1,300,000
Director/Executive Director	1,300,000-2,000,000
Managing Director	2,000,000-3,500,000



## Risk

Salaries are in HKD.

### Credit risk analytics/modelling

PQE	Base salary range
0-3 years	260,000-420,000
4-7 years	370,000-580,000
8-12 years	570,000-780,000
13-15 years	735,000-1,000,000
15+ years	1,260,000-2,450,000

### Credit risk/approval

PQE	Base salary range
0-3 years	250,000-400,000
4-7 years	350,000-550,000
8-12 years	540,000-720,000
13-15 years	700,000-960,000
15+ years	1,200,000-2,400,000

### Enterprise risk

PQE	Base salary range
0-3 years	250,000-400,000
4-7 years	350,000-550,000
8-12 years	540,000-720,000
13-15 years	700,000-960,000
15+ years	1,200,000-2,000,000

### Investment risk

PQE	Base salary range
0-3 years	250,000-420,000
4-7 years	370,000-580,000
8-12 years	570,000-780,000
13-15 years	735,000-1,000,000
15+ years	1,260,000-2,450,000

Salaries are in HKD.

### Market risk/risk analytics

PQE	Base salary range
0-3 years	260,000-420,000
4-7 years	370,000-580,000
8-12 years	570,000-780,000
13-15 years	735,000-1,000,000
15+ years	1,260,000-2,450,000

### Operational risk

PQE	Base salary range
0-3 years	250,000-400,000
4-7 years	350,000-550,000
8-12 years	540,000-720,000
13-15 years	700,000-960,000
15+ years	1,200,000-2,000,000

### Technology risk

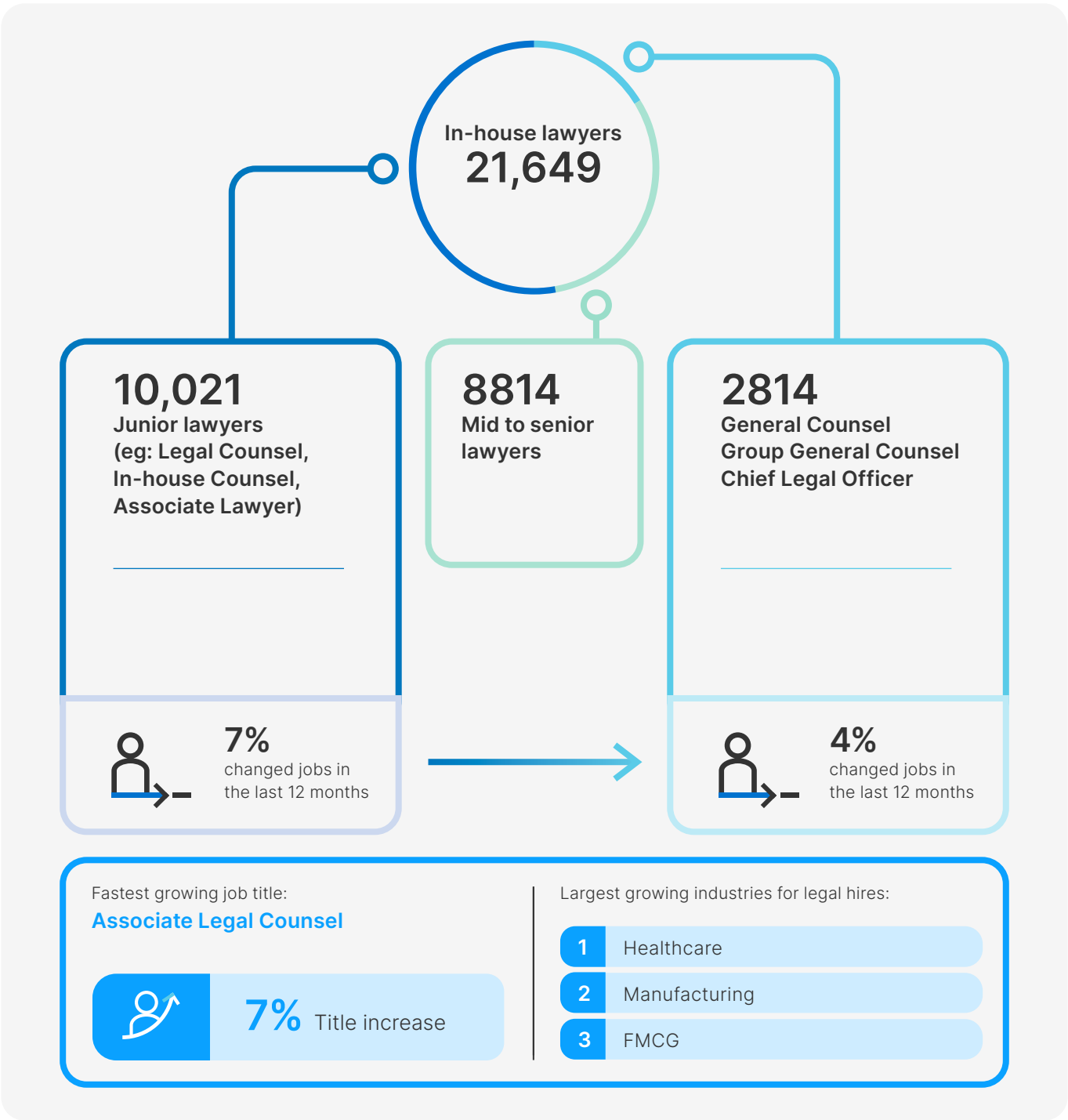
PQE	Base salary range
0-3 years	260,000-420,000
4-7 years	400,000-600,000
8-12 years	580,000-800,000
13-15 years	780,000-1,200,000
15+ years	1,400,000-2,400,000

# I China



## The China in-house market

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel. We've also included mid-level roles such as Senior Legal Counsel and senior positions including General Counsel and Chief Legal Officer. The data also highlights the roles and industries that have seen legal hire growth.



## China market analysis



### What are the current market conditions in the region?

- China's market condition in 2024 presents a combination of opportunities and challenges. Despite some sluggish growth momentum, the economy is expected to stabilise in the latter half of the year, driven by exports and manufacturing investments. However, continued geopolitical tension and supply-demand imbalance pose risks to sustained growth. On a positive note, emerging industries such as clean energy and electric cars are experiencing rapid growth



### What are the key challenges the region is facing and how should businesses capitalise on them?

- The data privacy and cybersecurity space remains in high demand, driven by a limited talent pool. Additionally, top candidates are becoming more cautious or even hesitant to make career moves due to economic uncertainties. In the race to attract top talent, hiring managers who are responsive, decisive and capable of clearly articulating strong career prospects and growth opportunities to potential candidates are best positioned to succeed



### What are the main opportunities for growth and development in the region?

- We have observed a strong demand for legal, compliance and risk professionals with expertise in the fintech, e-commerce, electric vehicle and semiconductor industries



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## China salaries

Salaries are in RMB and are listed as a package, which includes both base salary and bonus.

### Banking and financial services

PQE	Base salary range
NQ	120,000-150,000
1-2 years	150,000-200,000
3-4 years	170,000-300,000
5-6 years	250,000-500,000
7-8 years	450,000-800,000
9-10 years	600,000-1,200,000
10+ years	700,000-2,000,000
Head of Legal/Director	800,000-3,500,000

### Corporate and commercial

PQE	Base salary range
NQ	120,000-150,000
1-2 years	130,000-180,000
3-4 years	150,000-300,000
5-6 years	250,000-500,000
7-8 years	400,000-800,000
9-10 years	600,000-1,200,000
10+ years	700,000-1,600,000
Head of Legal/Director	900,000-3,500,000

### Compliance and risk

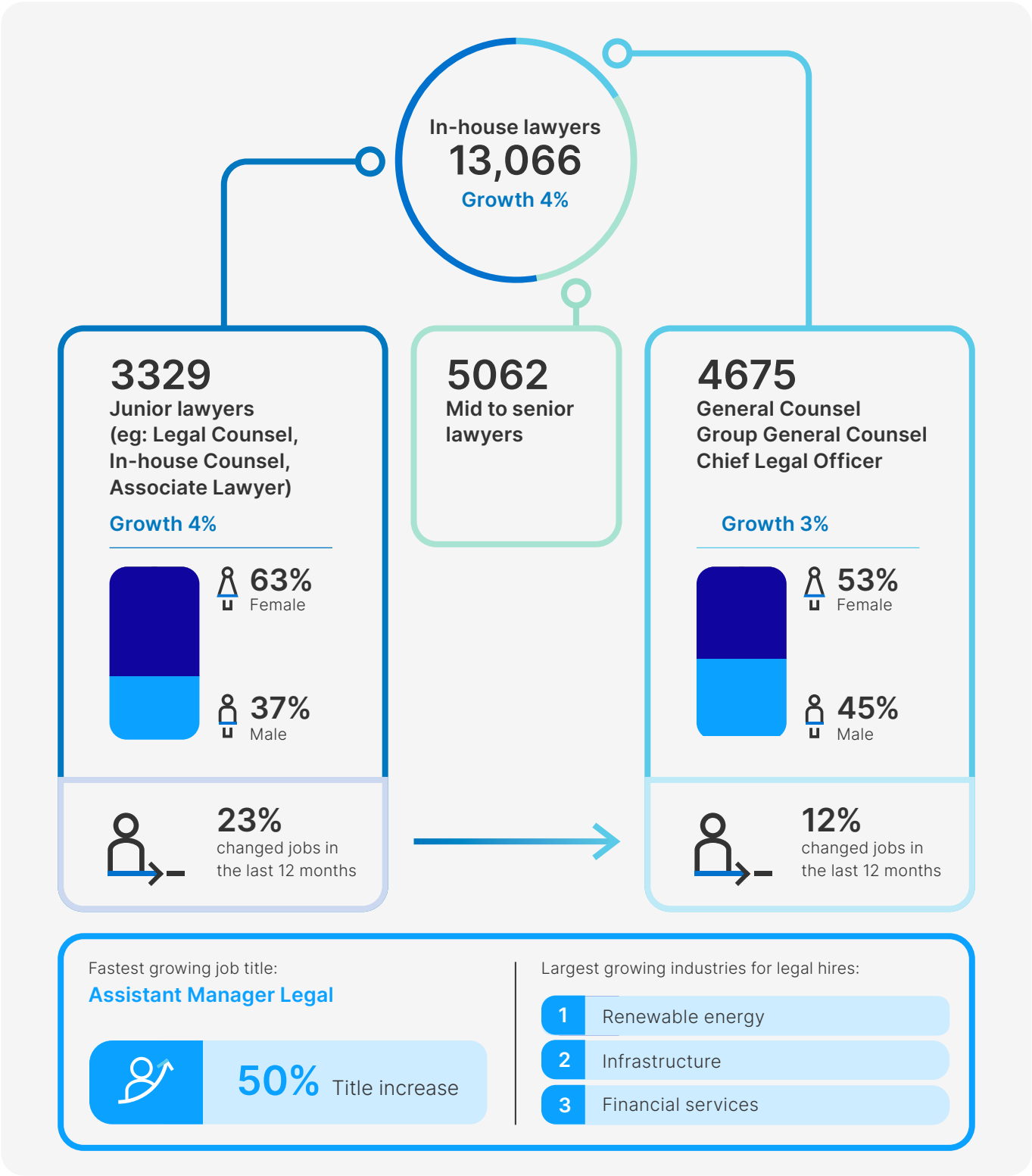
PQE	Base salary range
1-2 years	120,000-180,000
3-4 years	150,000-300,000
5-6 years	150,000-300,000
7-8 years	400,000-900,000
9-10 years	600,000-1,500,000
Head of Compliance/Director	800,000-2,500,000

# I Australia



## The Australia in-house market

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel. We've also included mid-level roles such as Senior Legal Counsel and senior positions including General Counsel and Chief Legal Officer. The data shows how gender demographics change as lawyers move through their careers, and highlights the roles and industries that have seen legal hire growth.





## Australia market analysis



### What are the current market conditions in the region?

- The Australian in-house market continues to be characterised by the more-for-less paradigm, due to a stable but exposed local and global market. Operational efficiency, cybersecurity and AI remain the top priority for in-house departments. Retention levels normalised as the recruitment market stagnated, however, General Counsel have faced a lack of quality candidates and unrealistic salary demands when looking to hire



### What are the key challenges the region is facing and how should businesses capitalise on them?

- Internal challenges across recruitment, staffing levels, cost-cutting mandates and strategic priorities remain, however, key regulatory issues around protecting the business from cyber attacks and security breaches, ESG obligations and workplace compliance are the main pain points for legal departments. The take-up of technology continues to transform the role of the in-house counsel but current budgeting considerations often limit these advancements



### What are the main opportunities for growth and development in the region?

- Infrastructure and projects continue to be buoyant sectors with renewable energy in particular being a focus area for growth



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## Australia salaries

Salaries are in AUD. Inclusive of superannuation, exclusive of bonus.

### General Counsel/Head of Legal

PQE	Base salary range	Variable (bonus)
Band 1 (Australia coverage)	250,000-350,000	15-50%
Band 2 (Australia coverage)	325,000-400,000	20-50%
Band 3 (Australia or regional coverage - ANZ or APAC)	375,000-500,000	35-75%
Band 4 (Multi-jurisdictional coverage)	400,000-750,000	30-100%
Band 5 (Global coverage)	750,000-1,000,000	50%+

### Company Secretary

PQE	Base salary range	Variable (bonus)
Assistant Company Secretary (Unlisted)	90,000-170,000	10-20%
Assistant Company Secretary (Listed)	110,000-190,000	15-30%
Company Secretary (Unlisted)	160,000+	20-40%
Company Secretary (Listed)	200,000+	25-50%



## Corporate and commercial

Salaries are in AUD. Inclusive of superannuation, exclusive of bonus.

### Construction and infrastructure

PQE	Base salary range
Junior Legal Counsel   0 to 2 years	95,000-125,000
Legal Counsel   3 to 5 years	145,000-200,000
Senior Legal Counsel   6+ years	200,000-250,000
Senior Legal Counsel   10+ years	225,000-315,000
Senior Legal Counsel   15+ years	275,000-320,000
Director/Deputy GC   15+ years	285,000-350,000

### Energy and resources

PQE	Base salary range
Junior Legal Counsel   0 to 2 years	85,000-125,000
Legal Counsel   3 to 5 years	135,000-185,000
Senior Legal Counsel   6+ years	180,000-240,000
Senior Legal Counsel   10+ years	225,000-315,000
Senior Legal Counsel   15+ years	250,000-320,000
Director/Deputy GC	250,000-350,000

### FMCG and retail

PQE	Base salary range
Junior Legal Counsel   0 to 2 years	80,000-115,000
Legal Counsel   3 to 5 years	130,000-185,000
Senior Legal Counsel   6+ years	170,000-225,000
Senior Legal Counsel   10+ years	195,000-250,000
Senior Legal Counsel   15+ years	200,000-250,000
Director/Deputy GC	225,000-330,000

Salaries are in AUD. Inclusive of superannuation, exclusive of bonus.

### Healthcare, medical and pharmaceuticals

PQE	Base salary range
Junior Legal Counsel   0 to 2 years	80,000-125,000
Legal Counsel   3 to 5 years	130,000-175,000
Senior Legal Counsel   6+ years	170,000-235,000
Senior Legal Counsel   10+ years	195,000-285,000
Senior Legal Counsel   15+ years	210,000-285,000
Director/Deputy GC	250,000-330,000

### Media and entertainment

PQE	Base salary range
Junior Legal Counsel   0 to 2 years	80,000-125,000
Legal Counsel   3 to 5 years	130,000-175,000
Senior Legal Counsel   6+ years	180,000-225,000
Senior Legal Counsel   10+ years	195,000-250,000
Senior Legal Counsel   15+ years	200,000-250,000
Director/Deputy GC	225,000-330,000

### Technology

PQE	Base salary range
Junior Legal Counsel   0 to 2 years	100,000-145,000
Legal Counsel   3 to 5 years	145,000-200,000
Senior Legal Counsel   6+ years	185,000-250,000
Senior Legal Counsel   10+ years	240,000-300,000
Senior Legal Counsel   15+ years	250,000-315,000
Director/Deputy GC	285,000-350,000

# Banking and financial services

Salaries are in AUD. Inclusive of superannuation, exclusive of bonus.

## Financial markets/investment banking

PQE	Base salary range
Junior Legal Counsel   0 to 2 years	95,000-135,000
Legal Counsel   3 to 5 years	145,000-185,000
Senior Legal Counsel   6+ years	190,000-225,000
Senior Legal Counsel   10+ years	225,000-285,000
Senior Legal Counsel   15+ years	250,000-310,000
Director/Deputy GC	275,000-350,000

## Funds/investment management

PQE	Base salary range
Junior Legal Counsel   0 to 2 years	95,000-135,000
Legal Counsel   3 to 5 years	145,000-190,000
Senior Legal Counsel   6+ years	195,000-215,000
Senior Legal Counsel   10+ years	220,000-250,000
Senior Legal Counsel   15+ years	230,000-275,000
Director/Deputy GC	250,000-310,000





Salaries are in AUD. Inclusive of superannuation, exclusive of bonus.

### Private equity/venture capital

PQE	Base salary range
Junior Legal Counsel   0 to 2 years	110,000-140,000
Legal Counsel   3 to 5 years	155,000-225,000
Senior Legal Counsel   6+ years	210,000-275,000
Senior Legal Counsel   10+ years	250,000-285,000
Senior Legal Counsel   15+ years	285,000-310,000
Director/Deputy GC	275,000-325,000

### Retail banking and consumer finance

PQE	Base salary range
Junior Legal Counsel   0 to 2 years	85,000-115,000
Legal Counsel   3 to 5 years	125,000-150,000
Senior Legal Counsel   6+ years	155,000-185,000
Senior Legal Counsel   10+ years	195,000-225,000
Senior Legal Counsel   15+ years	200,000-255,000
Director/Deputy GC	250,000-275,000



## Risk and compliance

Base salary range in AUD. Inclusive of superannuation exclusive of bonus.

### Consumer/retail banking

Position	Base salary range
Compliance Officer/Analyst	80,000-100,000
Senior Compliance Officer	90,000-125,000
Compliance Manager	120,000-175,000
Compliance Senior Manager/Director	170,000-210,000
Head of Compliance	185,000-250,000

### Financial crime

Position	Base salary range
Compliance Analyst	75,000-90,000
Senior Compliance Analyst	90,000-120,000
Compliance Manager	120,000-145,000
Senior Compliance Manager/Director	160,000-200,000
Head of Compliance	200,000-300,000
Head of AML	200,000-340,000

### Investment banking

Position	Base salary range
Compliance Officer/Analyst	90,000-110,000
Senior Compliance Officer	100,000-130,000
Compliance Manager	120,000-170,000
Compliance Senior Manager/Director	160,000-190,000
Head of Compliance	250,000-400,000

Salaries are in AUD. Inclusive of superannuation, exclusive of bonus.

### Law firms

Position	Base salary range
Analyst	75,000-95,000
Senior Analyst	90,000-120,000
Manager	120,000-185,000
Risk and Compliance Counsel/Lawyer	190,000-230,000
Senior Risk and Compliance Counsel/Lawyer	220,000-270,000
Head of Risk and Compliance	250,000-320,000

### Market risk

Position	Base salary range
Analyst	80,000-100,000
Senior Analyst	95,000-125,000
Manager	115,000-155,000
Senior Manager	150,000-195,000
Head of Risk	220,000-280,000
Chief Risk Officer	250,000-500,000

### Operational risk

Position	Base salary range
Analyst	80,000-100,000
Senior Analyst	90,000-120,000
Manager	105,000-145,000
Senior Manager	145,000-185,000
Head of Risk	210,000-250,000
Chief Risk Officer	240,000-480,000



Salaries are in AUD. Inclusive of superannuation, exclusive of bonus.

## Privacy

Position	Base salary range
Privacy Analyst/Officer	85,000-135,000
Privacy Manager	140,000-170,000
Senior Privacy Manager	160,000-210,000
Head of Privacy	195,000-290,000

## Private banking/wealth management

Position	Base salary range
Compliance Officer/Analyst	85,000-110,000
Senior Compliance Officer	100,000-130,000
Compliance Manager	120,000-180,000
Compliance Senior Manager/Director	180,000-250,000
Head of Compliance	200,000-300,000

## Quantitative risk

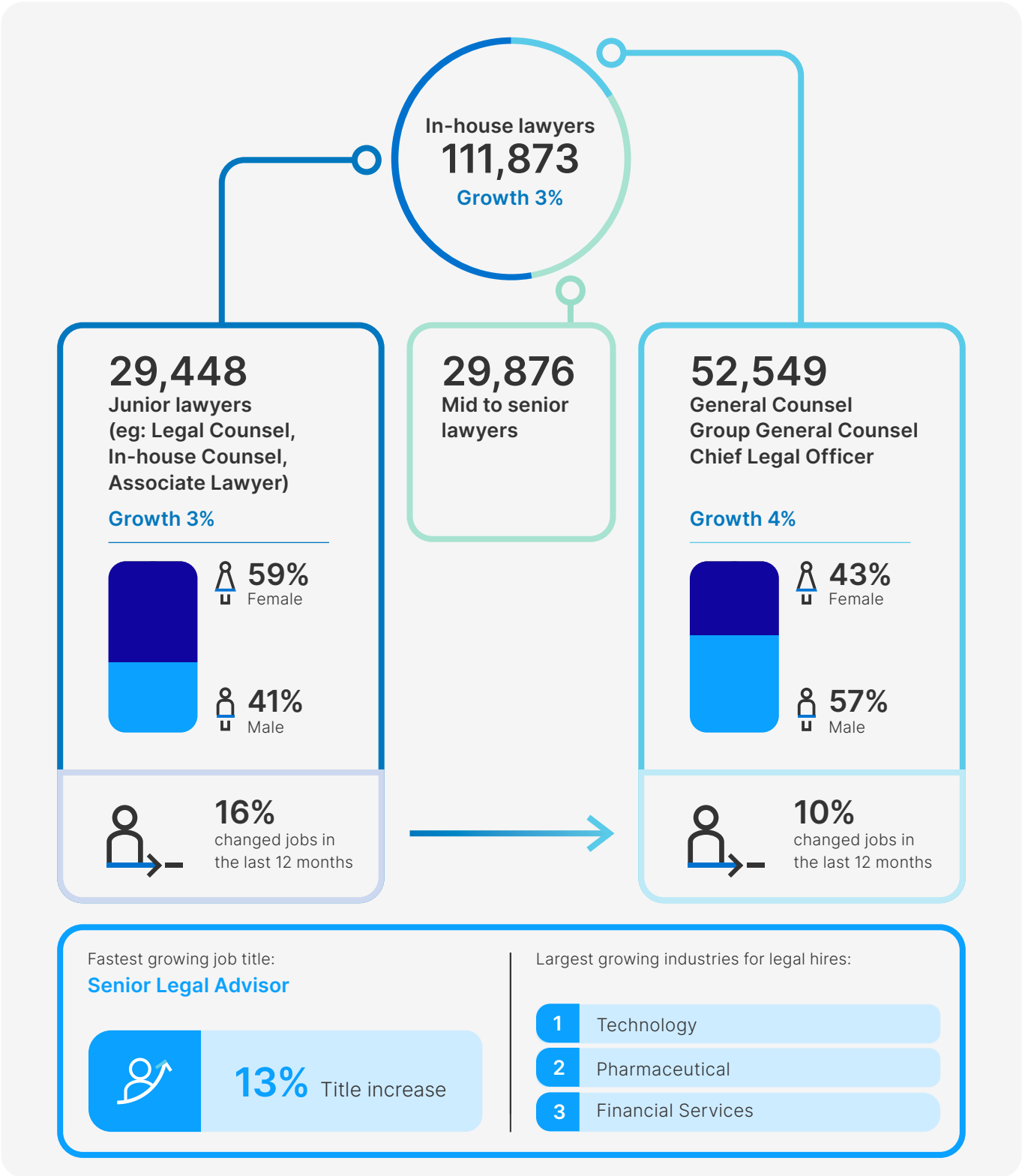
Position	Base salary range
Analyst	85,000-97,000
Senior Analyst	100,000-155,000
Manager	130,000-185,000
Senior Manager	175,000-225,000
Head of Risk	200,000-300,000
Chief Risk Officer	230,000-450,000

# I North America



## The North America in-house market

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel. We've also included mid-level roles such as Senior Legal Counsel and senior positions including General Counsel and Chief Legal Officer. The data shows how gender demographics change as lawyers move through their careers, and highlights the roles and industries that have seen legal hire growth.



## North America market analysis (legal primary markets)



### What are the current market conditions in the region?

- On the whole, legal counsel hiring has remained relatively down compared to 2022 hiring rates, but there has been improvement quarter over quarter since the period of layoffs and hiring freezes in early-to-mid 2023. In late 2023 and into the early half of 2024, we have seen many companies in need of in-house legal support turn to hiring paralegals as opposed to additional attorneys, in an effort to bring on talent capable of supporting their legal functions at a lower cost. However, as market sentiment has improved over the last few months and cautious optimism has returned that there will be interest rate cuts in the near term, attorney hiring has begun to pick up



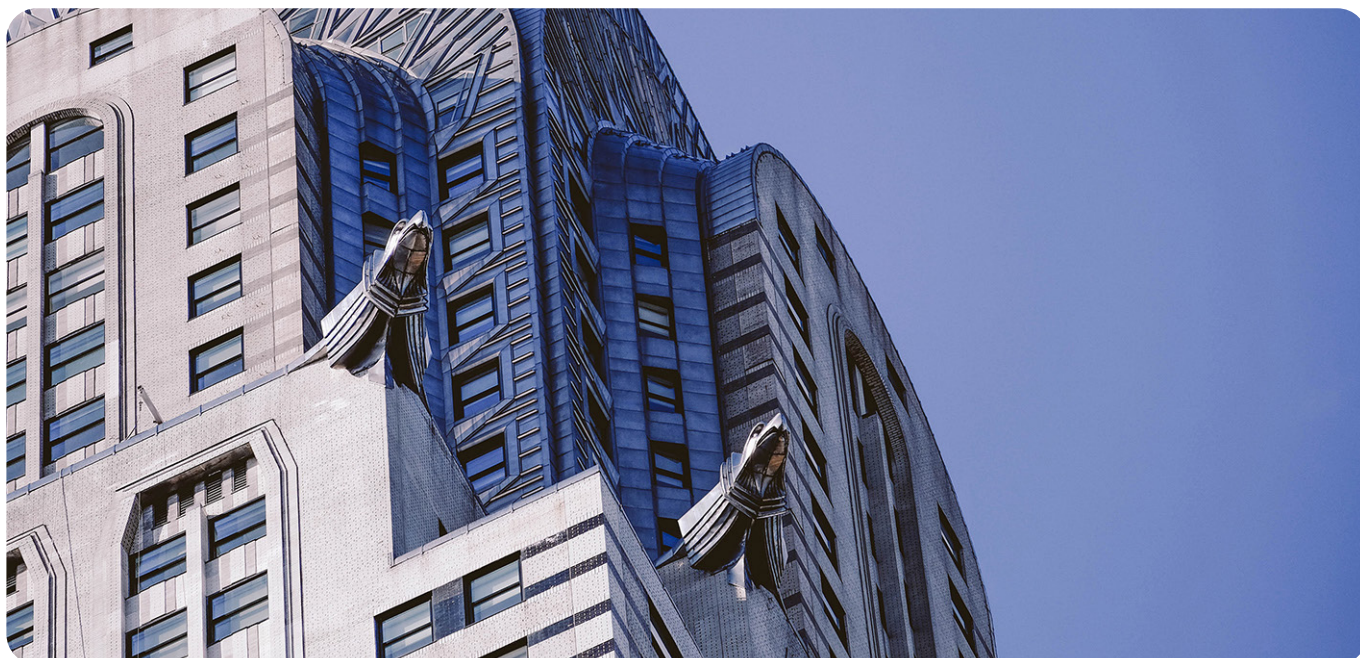
### What are the key challenges the region is facing and how should businesses capitalise on them?

- We are in the midst of an election year and a slower hiring market. Businesses tend to be wary of hiring in these uncertain times. This will likely continue through to 2025. Businesses with a remaining end-of-year budget should capitalise on the top talent available, especially while there is less competition and candidates are not seeing multiple offers
- Chat GPT brought AI mainstream in 2023, which created a frenzy for legal tech within in-house legal teams. With many options on the market it would be wise to hire a legal ops professional or repurpose a paralegal role to evaluate the technology available. They can then determine which is the most cost-efficient, ensure purchases are not made too soon and avoid the risk of buying too many solutions



### What are the main opportunities for growth and development in the region?

- As in 2023, with many companies moving their corporate headquarters to more tax-advantageous states like Florida and Texas, growth in legal hiring in these states has continued. We expect this growth to remain steady into 2025



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## North America salaries (legal primary markets)

Salaries are in USD. Primary markets include those with a higher cost of living: for example New York, San Francisco, Chicago, Miami.

### Buy side

PQE	Base salary range	Bonus range
0-3 years	175,000-225,000	20-25%
4-6 years	225,000-275,000	30-40%
6-10 years	275,000-375,000	40-50%
10+ years	375,000-400,000	50%+
General Counsel	400,000+	50%+

### Heavy industries

PQE	Base salary range	Bonus range
0-3 years	187,500-212,500	10-30%
4-6 years	200,000-250,000	30%
6-10 years	250,000-375,000	35%
10+ years	312,500-437,500	40%
General Counsel	437,500-625,000	100%

### Real estate

PQE	Base salary range	Bonus range
0-3 years	175,000-200,000	15-25%
4-6 years	200,000-250,000	25-30%
6-10 years	250,000-300,000	30-40%
10+ years	300,000-350,000	40-50%
General Counsel	350,000+	50%+

### Retail

PQE	Base salary range	Bonus range
0-3 years	140,000-200,000	15-20%
4-6 years	170,000-220,000	18-20%
6-10 years	200,000-250,000	20-25%
10+ years	200,000-300,000	20-30%
Head of Legal	230,000-300,000	25-40%
General Counsel	350,000-600,000+	40-60%



Salaries are in USD. Primary markets include those with a higher cost of living: for example New York, San Francisco, Chicago, Miami.

Sell side

PQE	Base salary range	Bonus range
0-3 years	200,000-225,000	20-25%
4-6 years	250,000-312,500	25-35%
6-10 years	312,500-400,000	35-45%
10+ years	400,000-500,000	45-50%
General Counsel	437,500-625,000	50%+

TMT

PQE	Base salary range	Bonus range
0-3 years	162,500-200,000	30%
4-6 years	187,500-225,000	30%
6-10 years	225,000-312,500	40%
10+ years	250,000-437,500	75%
General Counsel	312,500-325,500	75%

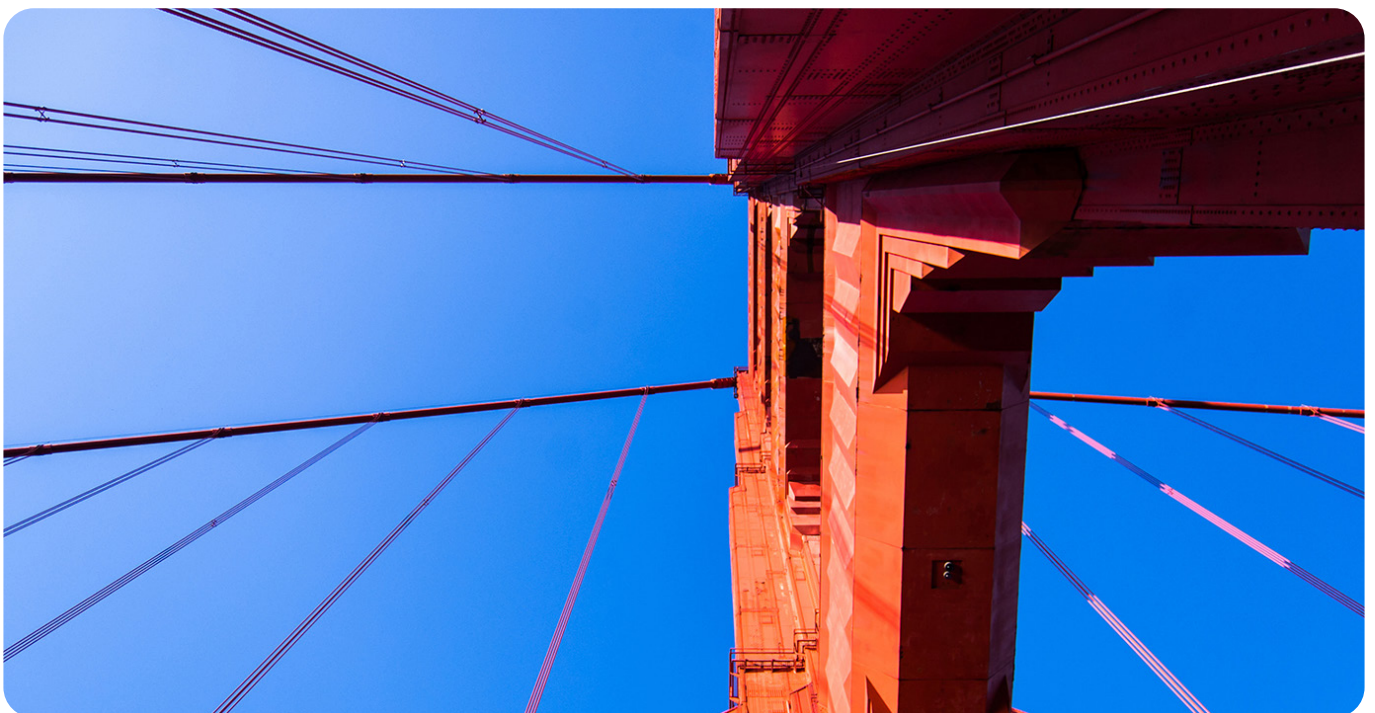


## North America market analysis (legal secondary markets)



### What are the current market conditions in your region?

- We are seeing more major international businesses set up in these regions and, while the market is currently slow, this is already changing and there are even more in-house legal opportunities
- In-house legal roles remain highly competitive across the primary markets that we operate in but there's still a challenge for companies to attract and secure top talent in secondary and tertiary markets. Companies that remain agile with regards to remote and hybrid working, provide opportunities for progression and offer attractive compensation packages (especially equity) are well-positioned to capitalise and take advantage of these challenges
- The market conditions for in-house talent remains strong, particularly in regulated industries. Growing investments in the healthcare, technology and telecommunications sectors, in addition to AI, have contributed to the strength of the current market. Similarly, in-house practice continues to be attractive at all experience levels and competition for in-house positions remains high







**What are the key challenges your region is facing and how should businesses capitalise on them?**

- International regulations and compliance are evolving rapidly, making it essential for teams to have expert skills in order to protect businesses and prevent future issues. However, in secondary markets, finding top talent remains challenging. To attract quality lawyers, businesses must stay competitive and flexible



**What are the main opportunities for growth and development in your region?**

- As AI continues to advance at a rapid pace, hiring lawyers with specialised expertise in cyber security and dealing with general digital issues will become increasingly valuable. They will bring critical skills that not only strengthen legal teams but also enable businesses to stay ahead of emerging challenges and maintain a competitive edge in the marketplace



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## North America (legal secondary markets)

Salaries are in USD. Secondary markets include those with a relatively lower cost of living: for example Orlando, Washington DC, Charlotte, Houston, Austin, Denver, Atlanta. General Counsel compensation is dependent on a number of dynamics, including company, sector and location. Equity also plays a big part: depending on the stage of growth, funding rounds and whether companies are private or public or have raised cash through equity or debt financing, equity will vary significantly.

### Buy side

PQE	Base salary range	Bonus range
3 years	150,000-180,000	20-40%
4-6 years	180,000-220,000	25-40%
6-10 years	220,000-300,000	30-50%
10+ years	250,000-350,000	35%+
General Counsel	300,000-500,000+	40%+

### Heavy industries

PQE	Base salary range	Bonus range
3 years	150,000-170,000	20-30%
4-6 years	160,000-200,000	25-35%
6-10 years	200,000-300,000	30-45%
10+ years	250,000-350,000	30-50%+
General Counsel	350,000-500,000+	50%+

### Real estate

PQE	Base salary range	Bonus range
3 years	125,000-160,000	15-25%
4-6 years	160,000-200,000	20-30%
6-10 years	180,000-250,000	25-40%
10+ years	220,000-350,000	30-50%
General Counsel	300,000-500,000+	40%+

### Retail

PQE	Base salary range	Bonus range
3 years	120,000-140,000	10-20%
4-6 years	140,000-180,000	20-30%
6-10 years	170,000-220,000	25-30%
10+ years	200,000-300,000	25-40%
General Counsel	300,000-500,000+	30%+

Salaries are in USD. Secondary markets include those with a relatively lower cost of living: for example Orlando, Washington DC, Charlotte, Houston, Austin, Denver, Atlanta.

Sell side

PQE	Base salary range	Bonus range
3 years	160,000-180,000	25-40%
4-6 years	200,000-250,000	30-50%
6-10 years	250,000-320,000	35-50%
10+ years	320,000-400,000	40%+
General Counsel	350,000-500,000+	50%+

TMT

PQE	Base salary range	Bonus range
3 years	130,000-160,000	10-20%
4-6 years	150,000-180,000	20-30%
6-10 years	180,000-250,000	25-40%
10+ years	200,000-350,000	30-50%+
General Counsel	250,000-500,000+	35%+



## US Compliance



### What are the current market conditions in your region?

- The financial services compliance job market is characterised by a number of factors, including regulatory rule changes, candidate expectations and changes in geographical location. While the demand for compliance professionals remains robust, the specific skill sets and experience required are evolving rapidly



### What are the key challenges your region is facing and how should businesses capitalise on them?

There are a number of factors impacting the North American compliance market across the board

- Regulatory complexity: The ever-changing regulatory landscape creates a challenging environment for both employers and jobseekers. Staying up-to-date with new rules and regulations is time-consuming and requires specialised knowledge
- Candidate compensation expectations: Rising salary expectations, coupled with increased competition for top talent, make it difficult for employers to attract and retain qualified candidates
- Candidate hybrid expectations: The shift back to “return to work” has presented challenges to find talent willing to return to the office five days a week. Many candidates expect a hybrid situation at a minimum, after years of a remote or hybrid workplace. Also, firms, once open to having employees work remotely from any location, are now looking for candidates who can commit to a hybrid model or five days a week in the office



### What are the main opportunities for growth and development in your region?

- As regulatory frameworks become more complex and ever-changing, financial institutions will need skilled compliance professionals to navigate evolving regulations. Compliance officers will be crucial in ensuring adherence to new and existing regulations
- Rise of technology and automation: The integration of technology in compliance functions, including AI and machine learning for monitoring and reporting, will create demand for professionals with expertise in both compliance and technology. Roles related to compliance technology implementation, data analytics and cybersecurity within the financial services sector will be highly sought after
- Geographical expansion: For those financial institutions still embracing hybrid or remote work, opportunities continue to exist to broaden the talent pool geographically



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# US Compliance

Salaries are in USD.

## Buy side

### Primary markets

PQE	Base salary range	Bonus range
0-3 years	90,000-120,000	10-20%
4-6 years	120,000-180,000	20-30%
6-10 years	180,000-225,000	25-50%
10+ years	225,000-250,000	35-50%
Head of Compliance	250,000+	50-300%
Chief Compliance Officer	250,000-300,000+	50-300%

### Secondary markets

PQE	Base salary range	Bonus range
0-3 years	80,000-110,000	10-20%
4-6 years	110,000-160,000	20-30%
6-10 years	160,000-180,000	25-50%
10+ years	180,000-225,000	35-50%
Head of Compliance	225,000+	50-300%
Chief Compliance Officer	225,000-300,000+	50-300%



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## About Taylor Root

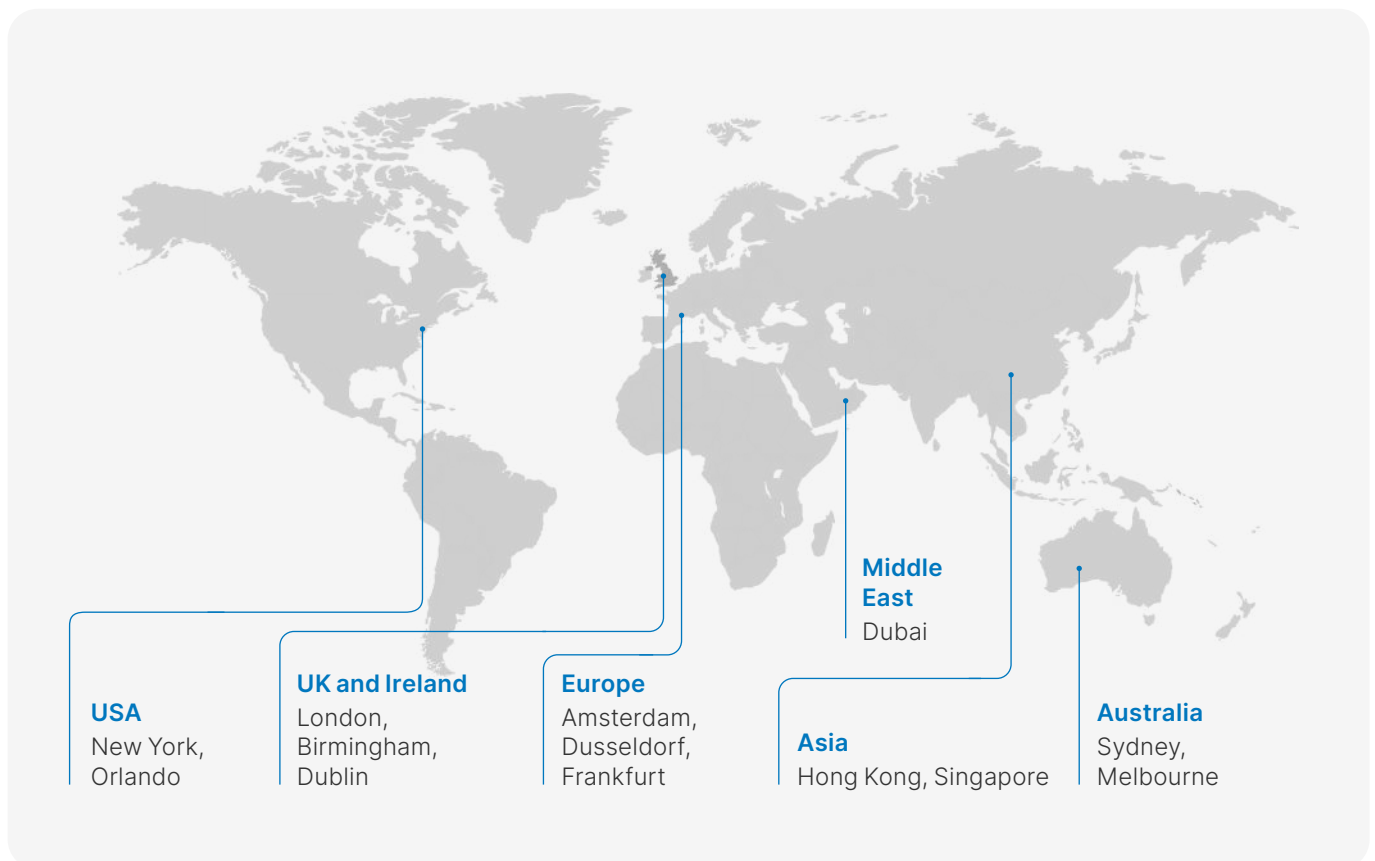
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